MARCH 1959 2s. 3d.

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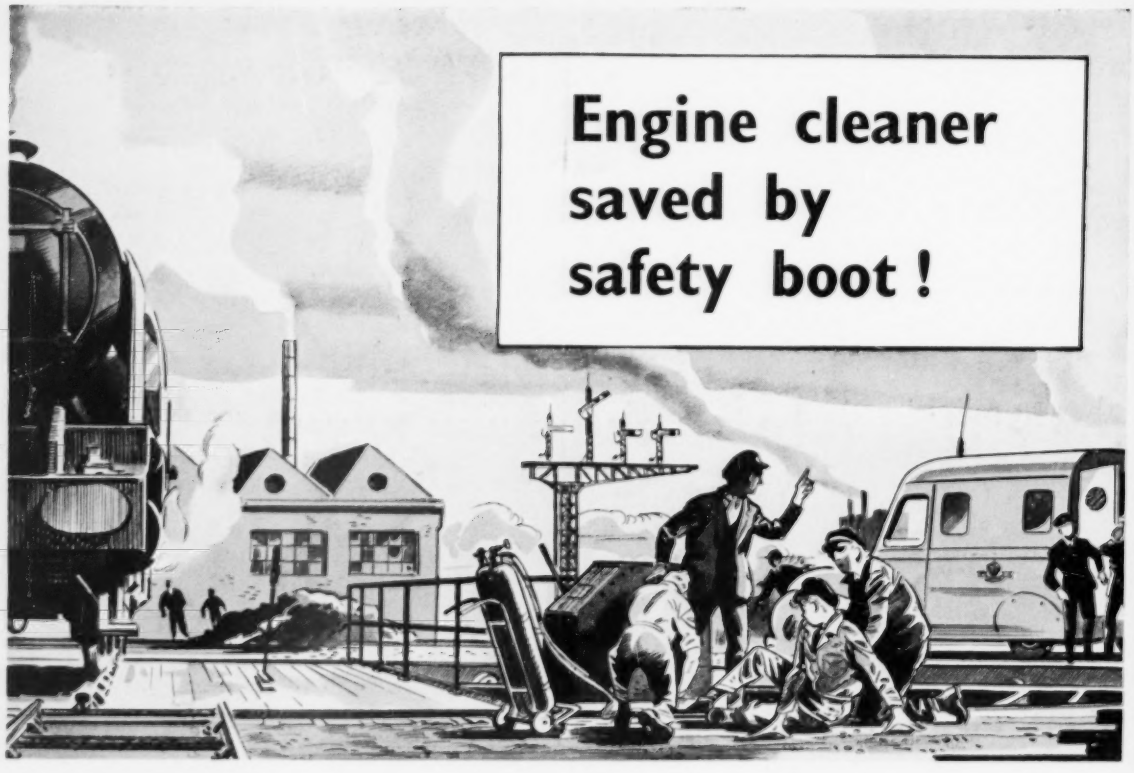
YESTERDAY'S OFFICERS BUILD A NEW CAREER 13

PUTTING A PRICE TAG ON WELFARE 17

FATIGUE—IS IT TIREDNESS, BOREDOM OR WORRY? 25



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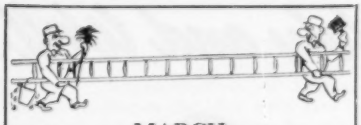

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Personnel Management and Methods

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MARCH, 1959

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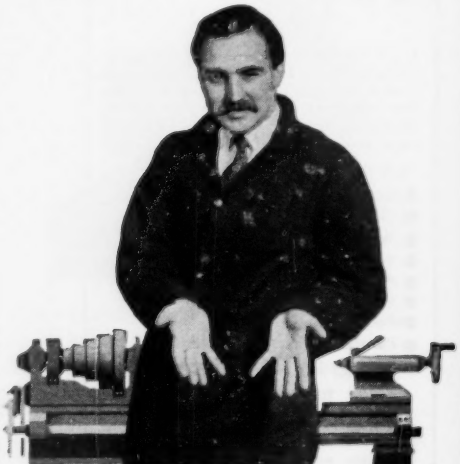

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NEWS NAMES NOTES

Growing Their Own Executives

YOUNG EXECUTIVES from Leicester hosiery firms are to form a junior section of the Leicester and District Hosiery Manufacturers' Association later this year. It will be known as the "Forty Club" and its aims will be: to enlarge members' technical and general knowledge of the industry and ancillary trades, by means of lectures and discussions; and to create an alert body of young, responsible managers who will be able to serve the established Association. First chairman will be Mr. G. N. Corah of N. Corah (St. Margaret) Ltd.

Factory Adopts Children

CHILDREN IN FOSTER HOMES are shortly to be adopted by the English Electric factory in Stevenage, Herts. Each of the six LCC homes in the town will be the voluntary responsibility of one of the six sections in the factory. One of the men behind the scheme, Mr. T. Moore of the production department, said: "We hope to co-operate with the children's guardians to give them a few 'extras' in life".

He added: "My own department has already invited some of them to our children's party at the end of this month". Representatives of English Electric employees intend to discuss the idea with Mrs. Winifred Walker who keeps an eye on the children for the LCC.

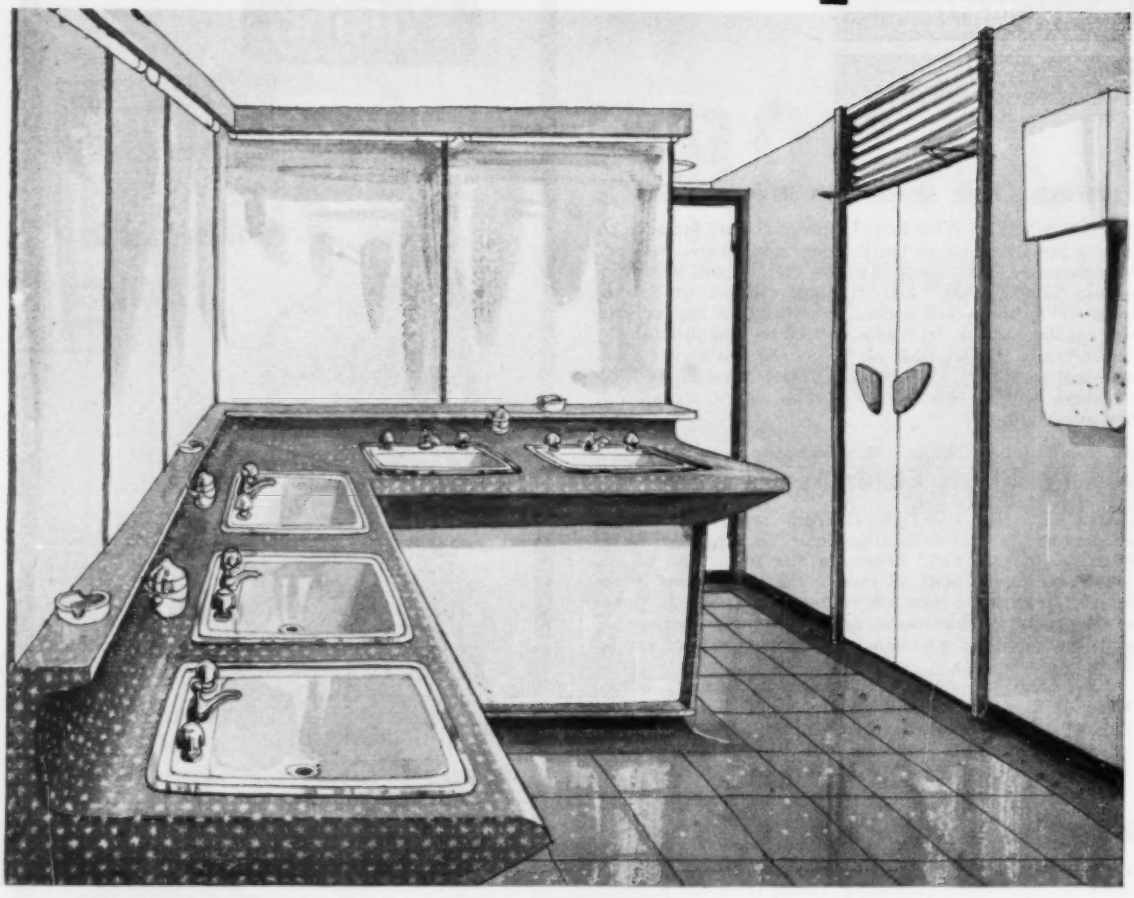
Boost for Nonconformists

CREATIVE IDEAS cannot be expected from conformist workers, says Dorwin Cartwright, Group Dynamics Research Director, University of Michigan. He warns management that conformity does not mean loyalty. It is in fact a disease which has five factors to frustrate creative production: under confident workers—criticism should be constructive and private; a feeling of insecurity; working with people of identical background and training; lack of outside interests; and a threat to the firm from outside.

Danger Afoot

SEVERAL HUNDRED THOUSAND accidents in industry are caused annually by women working in shoes that are not fit to be worn for long periods—and even then, *not in factories*. The British Safety Council presents this as a fact, without giving exact figures. But their latest monthly poster shows clearly what can happen to women who insist on wearing high-heeled shoes at work. It features a woman's ankle about to collapse because of a stiletto heel. A smaller insert picture shows the same foot in plaster. Caption: "High heels are accident bait".

FORMICA* present



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NEWS NAMES NOTES

Mr. James Tye, administrative director of the Council, insists that "not only do such styles lead directly to falls—one of the largest causes of injury—but they cause fatigue which in its turn leads to other types of accident".

Mme Vijaya Lakshmi Pandit, Indian High Commissioner, talks to British Safety Council organiser, L. D. Hodge, at India's Republic Day celebration in London.

STANDARDS HOISTED—British manufacturers of personal safety equipment used in industry are forming a special trade association. Aims: to improve standards in design and construction, and to promote education on the proper use of safety aids. Plans were laid last month at a meeting held in the National Union of Manufacturers headquarters, London.

A COURT MAY ORDER an employer to make deductions from the earnings of an employee who is in arrear with payments under a maintenance order made in respect of a wife, former wife or child. This is provided by the Maintenance Orders Act, 1958, which came into effect on February 16. An explanatory booklet for employers is now available from HMSO, price 1s. 0d.

SIR JOHN COCKROFT and Mr. Percy Cudlipp, editor of the *New Scientist*, will address delegates at the second Festival of Films in the Service of Industry—Harrogate, April 21-24.

HERE I COME—Col. L. Urwick, British management consultant, left by air last month to spend two months at California University as a visiting professor of business administration. Along his route, Col. Urwick has engagements at Cornell, North Carolina and North Western Universities. He returns towards the end of April.

A DETAILED INDEX of management training programmes, techniques and methods, together with other data, is being compiled by the British Institute of Management. Several organisations have already expressed interest in seconding members to assist the scheme by acting as

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NEWS
NAMES
NOTES

investigators. At the moment, Mr. K. D. O. Cole, assistant principal of the Westminster Bank Staff College, is spending six months on carrying out wide-scale investigations. He will be visiting and consulting with industrial and commercial concerns and educational institutes. Another member of the same college, Mr. D. B. Gaunt, will follow him for a second six months.

Mr. Brian Lynch, personnel officer of A. P. V. Co. Ltd., Crawley, for the last nine years, has been appointed to a similar position with the Solartron Electronic Group at Thames Ditton. He is an active member of various local organisations and has been chairman of Crawley Council of Boys' Clubs.

Mr. C. T. Kitching has been appointed personnel manager at Alan Betts Associates Ltd. He takes over full control of the department which he joined as personnel officer in 1956.

Newly appointed divisional welfare officer for British Railways, Derby, is **Mr. Ernest Grundy,** who began his railway career in 1914 at a Manchester locomotive depot.

Christian Principles in Industry

By C. H. Northcott, M.A.,Ph.D. 15/- net.

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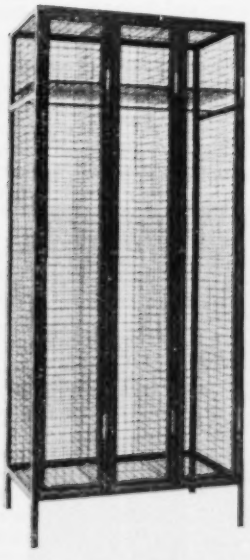

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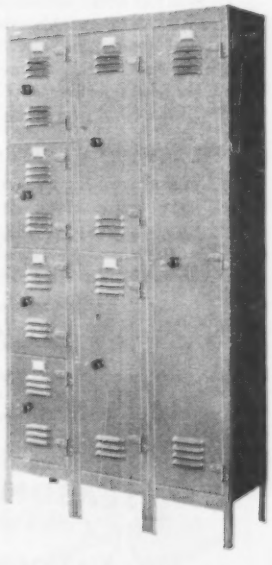

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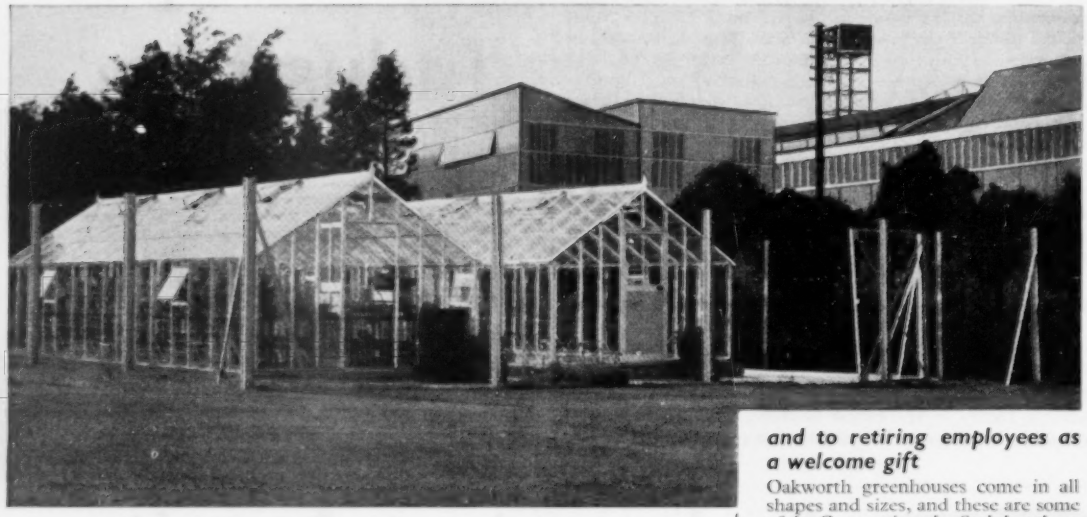

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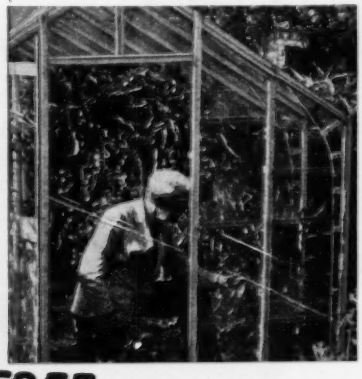

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POINT COUNTER POINT

Job-Side Reading

FEBRUARY Filldyke, the countryman calls it, but to personnel managers the month has been most remarkable for filling his in-tray. First, a new monthly journal was born—*Technical Education*—dedicated to the exchange of ideas on training in science and technology. With its practical, authoritative approach, the journal fills a long and sorely felt want for industrial training officers. Articles to note are: T. H. Hawkins, personnel manager of Laycock Engineering Ltd., on "What *is* an Apprentice?"; and an illuminating analysis of the work of a careers master, by C. P. Longland, St. Paul's School, London.

* * *

In the first few days of the month the Ministry of Labour told us statistically how long we could expect our employees to live and—more to the point from the aspect of company pension schemes—how soon we could expect them to retire. The tables in this booklet (*The Length of Working Life of Males in Great Britain*, H.M.S.O., 3s. 6d.) show the working life expectancy of the average male employee from 15 to 76 years of age.

* * *

Two reports—from the Ministry of Labour and National Institute of Industrial Psychology respectively—gave opportunities for some straight talking. The National Joint Advisory Council's report on *Practices Impeding the Full and Efficient Use of Manpower* (H.M.S.O., 1s.) was by far the less revealing of the two. The council has had a long and frustrating ride on this inquiry into restrictive practices and it has a right to derive some encouragement from the "existence of joint [consultative] machinery over a wide area". But management struggling in the real trouble spots will find little consolation from this interim report. It may, of course, spur them to redouble their efforts to set up joint councils. We already have a law prohibiting restrictive trade practices, but restrictive labour practices are going to prove far more difficult and intricate.

The NIIP has obviously found more willing talkers for its *Comments on the Job*. This is a study of data collected during employee attitude surveys in six companies. The most popular subject of comment by operatives and executives alike was organisation of work—planning, work study, etc. (Sample grumble: "Introduction of work study is upsetting morale. Workers feel very disturbed. Most unpopular, a major grievance, will cause trouble".)

Pay came second for operatives; and for executives it was pay and organisation of personnel. (Sample grumble: "Job training theoretically all right but not in practice; supervisors are too busy, experienced operators have to look after their own jobs. Should have special instructors".)

Further down the list came welfare, communications and relationships. Ventilation was a frequent topic whenever physical conditions were spoken of, but despite the grumbles it is encouraging to note that *good* conditions were always mentioned with appreciation.

Bright Ideas Dept.

COST-CONSCIOUS—A worker's sense of pride and responsibility is increased when he knows the cost of the machinery he is using, say Commer Cars Ltd., Luton. To inform their employees on these matters they attach a notice to each machine, stating its date of installation and cost.

BONUS SAVES THOUSANDS—The high cost of punctures on their trucks was pricking a South African company too hard: new tyres cost up to £60 each. Now they give truck drivers a bonus for a puncture-free record. Since the scheme was introduced there has been a marked decrease in the number of bursts and fractures—a saving of thousands of pounds.

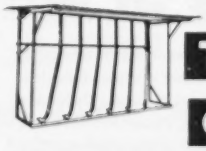
See How They Work

A NEW holiday travel scheme was launched last month at Management House, London. An appropriate choice for the organisers, because this scheme will undoubtedly aid management in its educational plans from workshop to boardroom level. Under the scheme employees of British firms will be able to visit industrial centres on the Continent to see how their counterparts in half a dozen European countries live and work.

The non-profit-making organisation behind the scheme is Industrial Travel, an offshoot of YTC Universal which was founded as a travel club to foster international friendship amongst youth. In its seven years of growth YTC has enrolled 10,000 members, and has arranged holidays abroad for more than 50,000 people.

Club patrons, the Hon. David Bowes Lyon and Prince Frederick of Prussia, were present at the ceremony to launch the new venture. Its managing director, Mr. Lewis Edwards, J.P.—former Liverpool city councillor, and founder of YTC Universal—described the aims of the scheme; but the detailed explanation was left to Mr. Leon E. Child, the organisation's international secretary. After about thirty years' work as an industrial personnel manager, Mr. Child had built up a formidable list of managerial contacts abroad.

He had recently returned from a six weeks visit to Holland, Germany,



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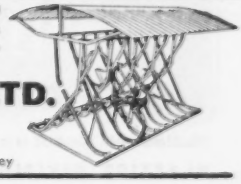

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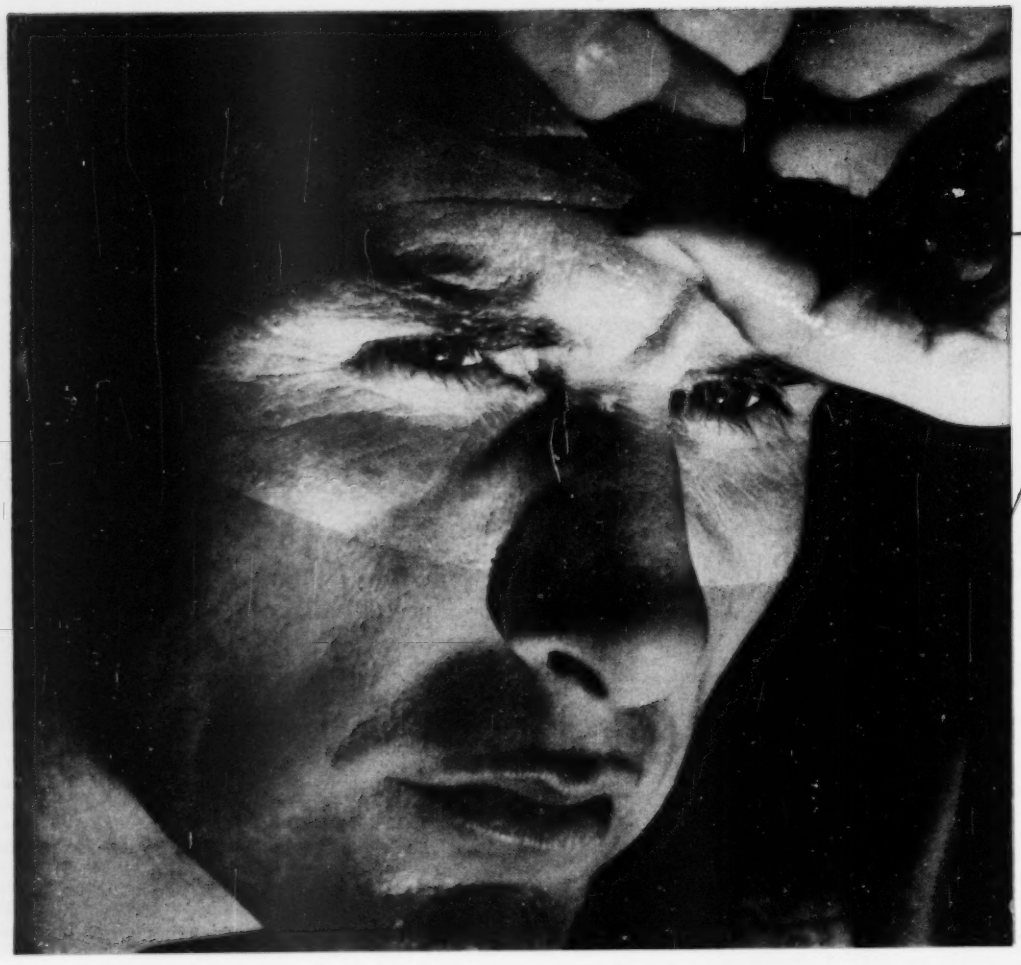

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POINT COUNTER POINT

Luxembourg, Switzerland and Italy, and in all these countries, he told the conference, he had found top management eager to participate in the scheme, to arrange for the reception of British employees, and to send their own employees to British factories. In Switzerland even the trade unions had promised their support.

The holidays envisaged have a "business with pleasure" flavour about them. Typical programme: a week in an industrial area, visiting works and studying local conditions, followed by a week of relaxation in the country or at the seaside. Members would stay in *pensions*, small hotels or hostels; in some cases accommodation could be arranged in the Continental employees' own homes, on an exchange basis.

Three of these holiday tours have already been arranged for later this year; two parties will be going to Germany and one to Holland. Over a thousand industrial concerns in Britain have been circularised, but definite details of prices are not available.

Mr. T. R. Tunstall, safety officer of Monsanto Chemicals, Ruabon, chairs working sessions at RoSPA's safety conference—May 8-10

International Travel aims to provide each client with a tailor-made holiday plan. Write to us at 62 Hope Street, Liverpool, 1, they say, tell us what you want (industry, place, numbers, length of stay) and we will make all the arrangements.

Careers for Breakfast

WHAT sort of breakfast do you eat? "Dealing with people and their problems can be exhausting, so a Personnel Officer must be fit". This snippet of nutritional advice is (as you suspected all along) a piece of unashamed advertising, and it appears on the back of a packet of porridge oats under the heading: "How to be a Personnel Officer". It is one of 11 careers which Quaker Oats Ltd. are featuring on the nation's breakfast tables this winter. The careers series has been running for about three years and it has proved popular. The makers have received letters from teachers and parents expressing their gratitude for this novel and attractive advice bureau.

Engine driving, it seems, is *passé* for the modern child, and Quaker have been concentrating on careers like accountancy, physiotherapy, the police force and dentistry, so the personnel manager is in good company. Each of these career appetisers gives a few basic facts about work, salary, prospects, the qualifications needed, the training courses available and where further information can be obtained. In the case of the personnel officer, parents are referred to the Ministry of Labour's careers booklet.

How many of Quaker's devoted band of readers and eaters will ultimately enter the personnel field is anybody's guess. But one future success story may well be summed up: "I owe it all to perspicacity, persistence and porridge".

This Month's Cover

A brigadier and a corporal learn the intricacies of bricklaying at the Army's Higher Education Centre, Aldershot. Every retiring serviceman has to learn a new drill in civilian life, but for the thousands of regular officers, prematurely retired by government defence cuts, the problem is bigger and more urgent. Assisted by the Resettlement Advisory Board, most of them are seeking jobs in industry and commerce. How are they faring? What do their new employers think of them? A PMM progress report starts on page 13.

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Men of the army's "fly anywhere" brigade roar into action on an assault exercise in Libya. A completely different kind of "combat" training has been planned for redundant officers—"valuable reinforcements in Britain's economic battles."

PHOTOGRAPH COURTESY OF SOLDIER MAGAZINE

Yesterday's Officers Have a New World to Conquer

Thousands of redundant officers are exchanging their brass hats for business bowlers. These are anxious times for the new recruits and their employers.

by Ellen Roth

ABOUT 5,500 army, navy and air force officers became civilians in the first nine months of 1958. Because of government defence cuts, half of these men retired prematurely. Practically all have sought—and found—new employment. The number leaving the services is now beginning to decline, but it will remain considerable for a number of years.

This influx of manpower constitutes a problem for industry and commerce, where most of the ex-officers hope to make a new career: they are older than the usual trainees (their ages range mostly from 35-45); besides this, many of them have no experience other than that of service life. Can they adjust themselves to new working surroundings and use their varied experience for the benefit of the business world?

To meet the needs of ex-regular officers, a Resettlement Advisory Board was set up a year ago, under the chairmanship of Sir Frederic Hooper. Its job is, in the words of Sir Frederic, "to convince employers of the advantage of employing ex-regulars, and so to create an atmosphere in which they are accepted as valuable reinforcements in fighting our economic battles". The Board has issued 80,000 copies of an instructional booklet, "Employing the Ex-Regular", and has approached nearly 100 trade and professional bodies for their co-operation. In publicising this new and valuable source of manpower, one of its most important tasks has been to dispel prejudice among employers against men over 40. It has also set out to convince job-hunting officers that technical qualifications and experience are not the only passports into the world of business.

Employer response to the Board's efforts has been encouraging: at the end of September, 1958, the unemployment figure for ex-officers stood the same as at the end of March; yet more than 5,000 officers came out of the services during that period. Of those unemployed for six months, 70 per cent were in an older age group and living in remote areas; in other words, they were

not desperately looking for work.

One of the Board's most valuable achievements has been the establishment of reorientation courses in various parts of the country. Each officer is interviewed before he is accepted, and contact with him is maintained throughout the course which lasts for six weeks. Leading members of industry lecture to the groups. One ex-Brigadier, who subsequently obtained a post with Shell, stated that the course he attended had left him convinced of the distinct type of job he wanted. Employers, too, have praised the courses as "realistic" and "helping to dispel illusions".

Industry is by far the largest employer of ex-officers. To date it has taken 75 per cent of them. (Teaching is another field where many have made good.) But industry is so vast, and the openings so varied, that it often takes some time and a number of interviews before a man can decide where the best opportunity is to be found. Few officers have the qualifications or the direct experience that mark them out for a particular job; few, for instance, are as fortunate as the engineer Lieutenant Commander in the Royal Navy, whom I met. He had spent 23 years on the lower deck; when he left the navy, he became an apprentice master with one of the leading steel companies.

On the other hand, a large number of men in the services have taken work study courses which have proved to be a basis for further work in this field. In at least one firm, an ex-officer, a Lieutenant-Colonel, R.A.S.C., is being trained as a work study engineer.

It is difficult for some firms to employ ex-regular officers. Insurance companies, for instance, have clearly defined schemes of promotion. To have men in their late thirties and forties clambering on to the middle rungs of the ladder is apt to unbalance the whole hierarchy. Apart from this, it is not easy for any firm to assimilate a large number of men.

According to a Ministry of Labour spokesman, a medium sized company may take four men, but one five times its size could not as easily take 20.

What are the qualities that industry is seeking in these new recruits? Apart from men who have had service training in engineering, and who therefore find posts relevant to their technical knowledge, most ex-officers are employed for their personal qualities of integrity, adaptability and leadership, which have been fostered in the Services.

These qualities are assessed for the most part at interview, and both ex-officers and interviewers emphasise the value to a man of having a number of interviews—each one teaching a little more of what industry demands and has to offer. One story is told by a personnel executive, which illustrates this: he asked an ex-guardsman, who had come up for interview, whether he would be willing to work in any part of the country. "Anywhere but in Wales," he replied. "I was offered a job there which meant two years at the university. Couldn't face it." The executive asked what future there had been in that particular job. "Not much future, two years at university and then about £3,000 a year."

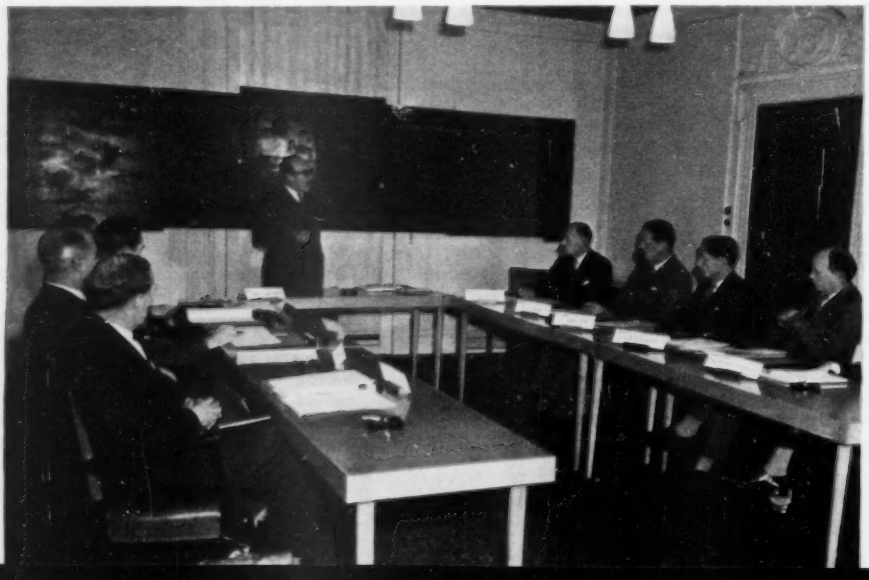
Interviewer's assessment: lacking a sense of reality. "After a year, he will be wondering why he is not being offered any job," he prophesied.

The guardsman failed in this instance not only because of his exceedingly high expectations, but also because of his unwillingness to adapt himself. Interviewers and employers alike look for adaptability, and for its most striking symptom—mobility. If a man is unwilling to move about during his training period, or to live in any part of the country afterwards, he is almost automatically disqualified.

The Beecham group, for example, even expect their trainee ex-officers to be ready to go abroad, regarding the offer of such a post as promotion. Mobility can help the ex-officer, too: he is far less likely to be unemployed; and if he is, it will be for a short time only. There are more job-seekers in the South of England, for instance, than in the North; yet the number of jobs available in both areas is roughly the same.

Once they have been accepted, ex-officers usually undergo a period of training. Those with qualifications or experience gained before or during their service careers have a great advantage. But the openings for ex-officers with only their service careers behind them, have also proved surprisingly varied. In the Beecham group, nine are in the sales force, distribution or marketing, and one is doing personnel work. At Shell, twelve have been appointed to the ordinary sales force, nine to technical or semi-technical selling, four to the personnel department, four others to various clerical departments and one to an operational sphere.

There is often some confusion when a man states that he wishes to do personnel work, for the meaning of this word is anything but precise in industry. "Some candidates", said Mr. Robert Ingle of Shell, "equate this



London Polytechnic lecturer, Mr. G. Llewellyn Jones, addresses a group of ex-officers during the current course in personnel management. Eleven students enrolled for this two-month course, designed for men seeking a personnel career. For the first course, held last year, six enrolled; five obtained personnel jobs shortly after the course ended.

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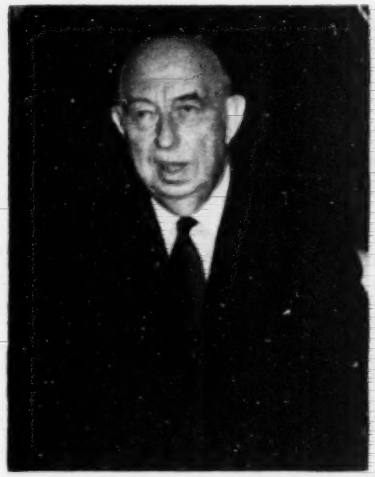


Sir Frederic Hooper is chairman of the Resettlement Advisory Board. His job is to convince employers that ex-officers are valuable management material.

CROWN COPYRIGHT PHOTOGRAPH

Dr. J. W. Welch of Richard Thomas and Baldwins. Servicemen are not the only people affected by premature retirement. He advocates a national scheme to help everyone faced with this problem.

word with 'man management', whereas in reality, the personnel department only provides a service for man management".

Another opinion was given by Dr. J. W. Welch, director of education at Richard Thomas and Baldwins, Ltd. "Personnel can mean labour engagement, welfare, education, trade union relations; a silly word, it means nothing". In reality, most ex-officers wishing to do personnel work, hope for a "man management" job.

The general attitude to the training of ex-regular officers is that it should be as closely related to their prospective jobs as possible. Firms that began by planning to give a year's training without further commitment, found the idea to be unworkable.

The Beecham group is one company which rejected the idea. In this company, each trainee has an individual year's programme planned for him by personnel executives and the director of the sphere in which he is to work. They aim to give the trainee a broad picture of the company organisation in which he will work, besides giving him practical experience in the work he is to do. In each case, a manager is delegated to look after him.

Shell, on the other hand, give all their trainees a four months' general course on the background of the firm; the probation period is six months.

Most firms offer a salary of between £750 and £1,000 during the training period. Many of the administrative posts for which ex-officers are trained carry salaries considerably above the £1,000 mark. Companies do their best to enable ex-officers to keep up their standard of living during the training period. With the compensation from their Service career, and possibly part of a pension, they are usually able to do this. Boardrooms generally are confident that the subsequent careers of ex-officers will justify the high cost of their training.

Very few trainees, once past their probationary period, have resigned from the job. This speaks highly for the care taken by individual companies in placing them, and for their own purposeful readjustment. In one instance, where an ex-officer resigned after a promising start in a senior sales post, it was because his family was not prepared to face a change of surroundings and friends.

On the whole the domestic readjustment is made smoothly. Wives of ex-officers are relieved and delighted at the prospect of a permanent home after the itinerant service life. Some families keep up contact with service friends, but others feel that they no longer have anything in common with them. Most families happily dispense with the close and intense social life found in the services, particularly abroad.

Once in the new job, the ex-regulars quickly become acclimatised, are rarely referred to by their rank, and are accepted by their colleagues; once they have made it obvious that they have a grasp of their posts there is little or no resentment.

This does not always happen so smoothly, of course; the acceptance of ex-officers depends as much upon the type of staff in the company as on the determination of the new employees. In at least one firm—Richard Thomas and Baldwins Ltd.—ex-officers are not accepted in trainee groups, but only for specific jobs. Chief reason: the company mostly needs men with a metallurgical or engineering background. Apart from this, it was felt that to bring older men into a firm which believes in "growing its own timber" (it enrols 20 students each year for that purpose) would be unacceptable by the majority of employees. Moreover, ex-officers would tend to be regarded in this firm as part of a "favoured class", in fact, almost the "monocle class".

Most reports which managers give of their ex-officer trainees speak of their "considerable aptitude", their "enthusiasm in tackling any work given to them, however menial". There are cases too numerous to list, of men who have been promoted to high positions. At Richard Thomas and Baldwins Ltd., an ex-Rear Admiral, who used to be deputy manager of stores, is now assistant to the general manager of 10,000 men at Ebbw Vale. At Shell, an ex-Brigadier is responsible for the company's liaison with British universities; at the Beecham group, an ex-Squadron Leader will shortly become staff manager of a company that was recently taken over by the group.

A great number of officers who will soon begin a new life in the civilian world are watching the experiences of their colleagues with interest and a certain amount of anxiety. They can be reassured by the picture as it is: the

(Continued on page 21)

Method Study Needed in the Boardroom

They forgot the rules of group behaviour

IN the December issue of this journal I outlined the situation which arose when a new time study department was introduced in a factory whose works manager had previously been in sole control of the timing of piece work. I had several letters discussing this problem.

A methods engineer from the North of England writes: "*I find the situation you describe hard to believe. How could a new time study engineer make the elementary mistake of studying the time rates without first making a thorough investigation of the methods used? No wonder the supervisors have lost confidence in the new department. This works study engineer must reverse his policy immediately and start an intensive campaign of methods study. He is already a few years late*".

Mr. E. T. of Sheffield writes: "*The situation of antagonism between the works manager and the methods study engineer need never have arisen if it had been handled properly by the board of directors. They should have asked the works manager to help choose the methods study engineer and, in my view, the latter should have been made responsible to the works manager. The methods used are an integral part of the production process and should not be divorced from the responsibility of the works manager. It is too late to consult him about the appointment of the works study engineer, but it is not too late to change the line of command*".

This letter draws our attention to one aspect of the situation which could have been avoided if this firm's boardroom had understood some of the basic principles of group behaviour. A healthy group is one in which the members work together towards a common goal. This activity brings the people together, they communicate frequently with each other and so build up strong feelings about the group and its members. Such a group is balanced, healthy, and *always has a strong will to survive in its present form*.

The introduction of a new works study department has changed the activities and communication of this group and has consequently aroused strong feelings of hostility. These feelings have led the supervisors and the works manager to act against the works study department. Any changes in activity should have been introduced in such a way that changes in other directions were as small as possible.

Consult the Group

The best way would have been to consult the group (in this case, people in positions of responsibility) about the introduction of the new department. Members of the group would then have seen the changes as *their* changes which were part of the group's activity; feelings of approval would have then taken the place of fear and hostility.

It is particularly important that top management today should understand the way in which groups function—especially at a time when so many automatic processes are being introduced. Technical changes often have profound repercussions on group activities and feelings. Ways of minimising these changes should be planned in advance.

In his last book, entitled *Social Problems of an Industrial Civilisation*, that great social scientist, Elton Mayo, warned managers that they were paying too little regard to the importance of maintaining and strengthening the structure of groups in their organisations. He said: "We are technically competent as in no other age in history; we combine this with other social incompetence". Thus, we build groups to fulfil our technical purposes and then break them up—often with a complete disregard for the powerful feelings involved.

We realise that some people work together better than others and that production is higher when harmony reigns. We know, too, that the size of the group affects production. In one study, made in two British factories of comparable size, and producing similar goods, it was found that groups composed of 6-19 members showed a higher productivity rate (average: 6-8 per cent) than larger groups composed of 40-49 members.

Yet the personnel policies of the two firms were different: one company paid a great deal of attention to fostering good working relationships—the other did not.

Investigators concluded: "In these two contrasting conditions—one in which the workers were stimulated to increase production and the other in which restriction seemed to be forced upon them—the effect of group size was consistently similar". Similarly, the Acton Society Trust found that absenteeism and the accident rate were higher in large pits than in small ones.

Do you select members of working teams? What size of groups do you find best? Write and let me know.

Putting a price tag on welfare

Can we practise human relations with a cheque book?

The cost of fringe benefits: an American firm uses the personal approach to tell employees.

by David Judge

IT takes a lot of nerve to tell a friend how much you paid for his Christmas present. It takes nerve—and even more tact—to tell your employees exactly how much the firm is paying for their welfare benefits. For these things have been given free, without strings, even though there are some very sound business reasons for the gift—the soundest being its incentive towards loyalty and productivity.

When the Industrial Welfare Society's booklet, *The £.s.d. of Welfare in Industry*, was published in October, the problem seemed so clear cut: there was a startlingly wide lack of information in management circles about the cost of fringe benefits, *and one of the most important reasons for adding up the figures was the need to bring home to employees the extent and meaning of all this spending.*

At the last annual conference of the Institute of Personnel Management it was suggested that our present casual, uninformed approach made it too easy for employees to take welfare and its cost for granted. Benefits could be provided only out of the sales value of goods produced, so a clear, simple explanation would be an obvious encouragement to productivity.

This argument carries a lot of weight in personnel circles; so does that put forward later in the year, by the personnel and welfare manager of Vauxhall Motors Ltd., Mr. R. R. Hopkins, when he addressed the British Institute of Management's "Challenge of Change" conference. Had industry's increased welfare expenditure really achieved "a proportionate increase in satisfaction, happiness and readiness to do a fair day's work"?

Where it had obviously not, the inference which Mr. Hopkins drew was "that the industrial worker has not yet gained a corresponding understanding of his rôle in the welfare state, as opposed to the one he has been accustomed to play in a more hazardous type of community."

But the step between these arguments and the appropriate action is (as it always is in the sphere of human relations) difficult and fraught with pitfalls. It is one thing to add up the welfare figures, but quite another to devise a satisfactory method of relaying this detailed information to employees. When a certain London firm totalled its figures in April last year the management discovered that it had spent nearly £1,000,000 on employee benefits during financial year 1957-8. As one of the firms which supplied information to the IWS survey, this company has no doubts about where the money goes.

The actual cost breakdown is as follows:—

Pension funds and Group life insurance	£299,500
Normal holiday pay ...	£134,425
Special holiday pay	£134,100
National Insurance	£109,450
Canteen subsidies	£105,200
Medical services and sick pay	£33,900
Recreation and welfare ...	£33,000
Christmas presents to employees, long service and other awards	£31,400

It is a moot point whether these employees would appreciate the full significance of, say, the £134,000 spent on special holiday pay. Each worker knows and presumably appreciates the amount he (or she) has received personally; but the total figure is well up in the dream world of the would-be pools winner. After all, a shopfloor worker is not expected to be an economist.

On the other hand the breakdown might have greater impact if it were shown in terms of spending per employee. That £1 million price tag amounts to approximately £136 per head of the company's working population—or 24.5 per cent of the total payroll (that is to say, the "straight"

payroll, exclusive of overtime, bonus, etc.).

A cost comparison, even with recent years shows a remarkable increase in this firm's welfare spending. In 1952, for example, it spent in all £350,200—the equivalent of £78 per employee.

In other words, in only five years, the welfare bill has almost trebled, while the cost per employee is well on the way to being doubled.

A number of British firms make a serious attempt each year to show the welfare bill to employees in the company's annual statement of accounts. Usually, however, they show welfare benefits as a lump sum. Occasionally it is broken down into pension payment, profit sharing (where this exists), sick pay and holiday money, but the general practice is still a long way from the exact breakdown shown above.

In America, we are constantly being told, they order things differently. U.S. employees generally know the financial score; they are kept informed by their trade unions which take a keen interest in the way this money is spent. Frequently, according to Mr. W. C. Gausmann, labour information officer at the U.S. Embassy, a company's personnel director will deduct from the welfare fund a lump sum to be spent on benefits specified by management (pensions, life insurance, sick pay, etc.); the rest is left to the decision of union representatives.

With such strong and willing backing from the unions, it is obviously easier for American management to publish information booklets such as the one illustrated here. It is one of several which the Post Cereals and Carton & Container Company have issued to their workers. On the inside pages the cost of welfare services has been broken down into figures which employees can understand, because it is the kind of money they handle every day. Examples: medical service costs Post and C & C, 0.4 cents per person per hour; sick and accident pay costs 1.2 cents; life insurance costs 0.6 cents. It is also pointed out that while these three benefits cost the company a total of 2.2 cents per person per hour, each employee contributes only 0.8 cents per hour towards them.

The idea that British employers could make use of the trade union grapevine to inform their workers may sound little like dodging managements' responsibility for communications. British unions do not share to such a degree their American counterparts' interest in these affairs. Certainly the scheme would be limited to those concerns which had been union-organised—and there are a surprisingly large number of concerns that are not in this category.

On the other hand, it seems to be a field that is worth exploiting, to judge from the increasing numbers of beaming union faces that can be seen at the inauguration of new welfare services.

Another plan is too embellish the annual report with simple and clearly illustrated references to the money spent on the various company services. Or, perhaps this could be left to the editor of the house journal.

But, whatever medium is chosen, the personnel department must obviously beware of preaching to employees. Any hint of charity could tumble the entire human relations structure that has been so painstakingly built up by the company's open-handed gift of welfare.

Some personnel managers question this recently discovered need to make employees appreciate what management is doing for them. "Of course employees take welfare as their rightful due," one Midlands personnel officer declared to me. "Why on earth shouldn't they? We give it to them free—and for a very good reason; we say we think they deserve it. It would be a cheek to charge it up to them in terms of good behaviour. It's like trying to practise human relations with a cheque book".

But the penny has another side. Welfare costs are going up; in view of the spending case-history given above one might observe that they are rising at an alarming rate. During the period quoted (when cost per employee rose from £78 to £136) retail prices climbed 24½ per cent. Allowing for this change the real expenditure on welfare at constant prices soared over 34 per cent. Other companies have similar trends to show. Can this increase go unchecked? Or will there come a need for some retrenchment in benefit payments? This is a question which may well be asked in many boardrooms this coming April. Employees, surely, have a share in the answer.

Clerical Habits

CENTRAL London is one large anthill of office blocks. Turn but a stone, as man said, and you start a stenographer, copy typist or ledger clerk. Fertile soil, certainly, for the Office Management Association's latest survey on the attractions—and hazards—of being an office worker. It is now available in booklet form.*

From the hordes of office organisations in the County of London the OMA selected 54—the large firms, with over 250 employees, where personnel policies have to be planned carefully to be effective. Nearly 40,000 employees were covered by the survey; about 14,000 male clerks and 25,000 women clerks, 3,000 of them working part-time.

The OMA carried out a similar survey in 1952 and perhaps the most significant change that has taken place since then comes into the category of female emancipation: more and more women are rising to responsible office posts (no mention of equal pay, incidentally). One in every two employees with group leader status was a woman, and of those with section head status, one in four was a woman.

Sickness benefits. It seems fair to assume from this trend (and the fact that women held 57 per cent of the jobs generally) that welfare facilities would reveal a certain extra leniency or "feminine touch", call it what you will. There were exceptions to this, of course. One firm allowed sick pay to its women employees *for only half the time* that they gave it to men but generally, there was a definite pattern of enlightenment.

In 48 firms employees were allowed more than two days' sick leave before presenting a doctor's certificate. In 19 of them four days' absence was permitted. Also in 48 cases (not necessarily the same firms) a visit to the dentist was counted as authorised paid leave. There was also a general insistence upon a recruitment medical examination.

* *Trends in Personnel Practice*, Office Management Association, 58 Victoria Street, London, S.W.1. Price 7s. 6d.

Overtime working. Less than half the firms in the survey made willingness to work overtime a condition of employment. Only one company permitted employees to decide for themselves whether they were going to work late, but 39 firms paid extra wages for overtime. The trend here is certainly in favour of overtime payment: very few firms compensated the employee with time off later. Opinions are evenly divided on the question of meal allowances or free meals for late workers, although this is an important consideration for employees who have long distances to travel to work—and most Central London workers do.

Money Incentives. Exactly half the firms surveyed gave employees an annual bonus. Most of them based it upon the year's financial results. Other bonuses were given for long service, good timekeeping and regular attendance. Some firms awarded their workers a bonus for passing professional examinations, although in some cases this only applied to juniors. Very few firms offered rewards for output or efficiency. Older and more brilliant employees, who had reached the maximum salary for their particular grade, seemed to suffer in several companies: they were given a bonus in lieu of their previous annual rise.

Timekeeping. Apart from a punctuality bonus, how can you check your employees' timekeeping? One-third of these firms used no timekeeping system at all (the figure is too low to indicate a trend towards the scrapping of the system). The rest used the following systems, in order of preference: a signature book, clock cards, a record kept by the supervisor or commissionaire and a signature clock. And what do you do with employees who are persistently late? All but 10 of the firms declared: *Sack them.*

More features of personnel practice were covered in the OMA survey than we have room for in this review: hours of work, holidays, meal facilities, establishment, training, promotion, joint consultation and delicate points like permitting employees to make personal telephone calls. It was, of necessity, limited by its geographical boundaries. Personnel and office managers outside London County may prefer to think of the facts listed as case-history points rather than actual trends. But, until the rest of the country can be investigated in this highly objective fashion, this report will be a valuable general guide to life and work among the filing cabinets.

Canvassing for Ideas

YESTERDAY'S prophets saw an industrial world where men worked as the slaves of a vast automatic machine master. Is their vision in danger of becoming stark reality? Does the worker think about what he is doing? And (most important) what is management doing to encourage employees to think about their work and to become their own efficiency experts?

A recent survey carried out by the Industrial Welfare Society revealed that there are about 500 organisations in this country where workers are asked to submit suggestions for improving the efficiency of the factory or job at which they are employed. The survey covered 208 successful schemes, and its findings have been published as a booklet.*

The report seems to measure success by the number of suggestions received per hundred employees. (It is certainly the simplest yardstick to use.) This does not bear any definite relation to the size of the firm. For example, the most successful scheme listed was run by a company which employs nearly 3,000 workers: they averaged 151.8 suggestions per 100. Second is a firm with a staff of only 60: they received 98.3 suggestions per 100. A fairly large company (80,000 employees) managed to raise only 41.1 suggestions per 100.

If the size is not the deciding factor, then perhaps success depends on the value of the awards. In the report's "Top Twenty," the minimum award in 1957 was 2s. 6d. The firm which gave it came third in the table. Two firms gave a £2 minimum; they came 10th and 11th. This trend is underlined by a study of maximum awards. The firm with the highest payment (£750) is classed seventh in the list, whereas second place goes to a company which paid only £3.

Brief guide to success is:

Management support. Can we expect a worker to bother about something to which management has shown obvious indifference? Employees must be encouraged to feel that their ideas are vital to the company's prosperity (and ultimately their own). Top management must associate itself closely with the suggestion scheme—praise successful suggestors, make special awards, help in the presentation of prizes. In fact, management must show the same enthusiasm that it expects from its workers.

Administration. The scheme stands or falls by its organisation. Appoint a full-time organiser—someone to see that the administration runs efficiently. "As soon as the volume of suggestions received each week rises to double figures, the work involved rapidly becomes too great for anyone trying to administer a scheme on a part-time basis". Such a situation is more likely to occur in the larger firm. But the point is made for all: you can maintain interest only as long as you deal with suggestions rapidly, and keep suggestors informed of their progress.

Publicity. Says the booklet: "A scheme will not succeed if its potentialities and achievements are not constantly placed before employees". Exploit your publicity media to the full: posters, house journals, notice boards, wage packet inserts, booklets, etc. You can even use the local press. But there is a word of warning: not every worker wants the limelight. He may feel that he is the mere tool of management, and that he is being used in a cheap campaign to improve the firm's community relations. A man must be permitted the chance to refuse personal mention—even in the factory. And he must be aware of this choice before he submits a suggestion.

Rejections. The personal touch is needed even more in the case of the man whose suggestion is not accepted (a more tactful term, says the report, than "rejected"). He must be told why his idea failed, especially if you want him to carry on submitting ideas. The booklet suggests the best way—by interview. Meet him, give him the opportunity of appealing against the decision, let him hear your view and, perhaps, put his point again.

Study the field. We can learn from what other firms are doing. The Americans have made progress only in the last 15 years—since they began to exchange information.

* *Successful Suggestion Schemes.* Industrial Welfare Society, 48 Bryanston Square, London, W.1. Price 4s. 6d.

A simple flow chart keeps the wheels turning and employees earning

Fair shares and Full production

by Bernard Sluman

PRODUCTION efficiency must be the primary aim of every industry. This is a business axiom which no personnel manager can afford to forget. Nor can the worker: without it, his wage packet would look rather thin. Welfare services, canteens, health and safety schemes—in the long run, all are designed to improve working efficiency in the factory. And efficiency invariably means planning—a job for the production director, planning engineer or work study expert. But every plan has its effect upon a firm's personnel policy; sometimes for bad, sometimes for good—as in the case of the British Materials Handling Division of the Yale & Towne Manufacturing Co.

The sole purpose of its Wednesfield factory is to turn out as large a number of handling devices as possible. Yale & Towne have customers to satisfy and a reputation to maintain.

Their problem: to get a thousand and one component parts machined within fine limits and ready for assembly at the same time and place.

The entire operation depends upon an integrated, *flexible* plan, which in its turn depends upon the closest co-operation of the production operatives. For about two years they have used one specific system of checking production which, they feel, meets all their requirements. The system is based upon a standard planning board—the AV-Dispo, made by Archimedes Diehl Machine Co. Ltd. Yale & Towne have adapted it to fit their own production lines. This *load board* is made up of a series of horizontal pockets designed to hold job cards of any variety.

How it works. The production control department divides the year into thirteen periods of four weeks. Allocation of work is based upon two factors: the number of components needed for orders, and the time it takes to produce a batch of a particular component. Some batches take four weeks, others only one. A production programme is drawn up for each of the thirteen months. Job cards are printed for every individual operation required to produce one batch of components. Therefore, if a component needs to have only two operations (two job cards needed) performed on it, production will probably take only one week. On the other hand, components which require five, six or more operations might take the full four weeks to produce.

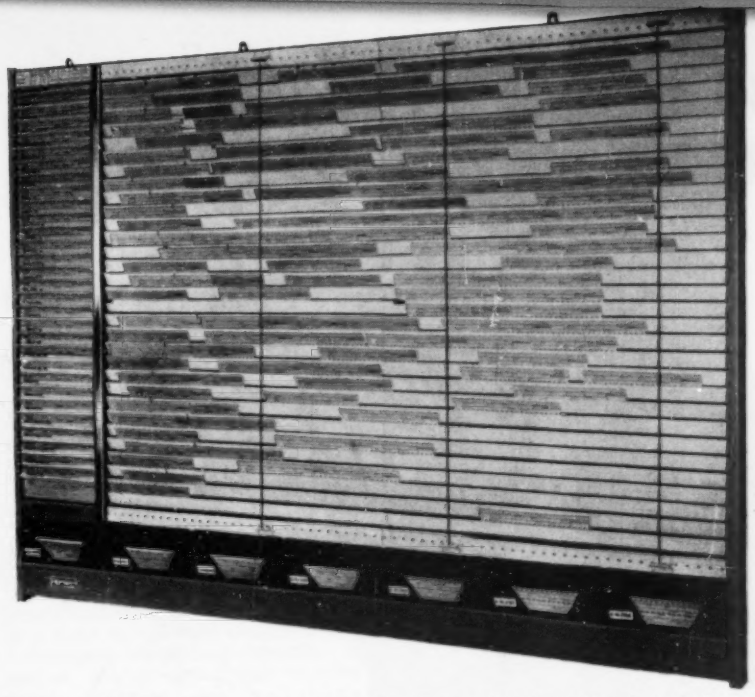
Production time is assessed in the production control department and the various jobs are given a priority—depending on this time. Job cards are then printed with complete details of the operation required; each card is marked with a letter to indicate priority: "A" is for jobs that will take four weeks; "B," for jobs that take two; and so on.

One week before production is due to start, the job cards are sent to the progress office. It takes a week for the load board operators (progress clerks) to requisition materials for the job and to sort the job cards into their correct order of priority.

From this moment, it is the progress clerk's responsibility to see that work is allocated to the machines so that production flow is steady and at top speed.

Job allocation. Job cards are placed on the AV-Dispo in strict order of priority against the name of the machine which will perform the first operation. Each of the horizontal lines on the chart represents the load on one machine.

Gradually the board fills and work is ready to begin on the month's programme. The left-hand pocket, or "live" position, is not filled until an operative clocks on to a job. Immediately he does, he is given a duplicate copy of the job card which is stamped with the time that he started on the job. As soon as he takes this card, together with an inspection sheet, the remaining documents (i.e. job cards for



The AV-Dispo chart: job cards are loaded in order of priority from left to right. Each horizontal line represents the load on one machine. On the extreme left: the "live" position—work in progress.

other operations on the *same* component) are moved into the "live" position. Now the load board operator knows, at a glance, that the job is being done, that the machine is loaded and that a particular worker is occupied.

As soon as the man starts the job, the remaining job cards loaded for that machine move across towards the "live" position. So, at any stage during the month, the load board operator can see how work is progressing. Not only that: he can distribute work evenly, shifting jobs from a machine which is overloaded on to one that is comparatively idle. If an operative is ill, the progress clerk can shift his work on to other machines and so maintain a steady production flow.

Fair shares for all. Apart from the fact that overloading on one operative can be avoided merely by shifting part of a load to another machine, operatives are assured that they will get their fair share of the work—and, of course, their bonus.

Re-tooling of the machines is an essential part of this production plan. But it is the progress clerk's responsibility to see that the operator does not have to do it too often. Says Mr. C. Ruck, chief time study engineer: there is nothing more frustrating for a man than to be continually setting up a machine with tools that he returned to the stores only a short time before. So, the load board operator, by careful selection of jobs for each worker, can cut this frustration to its minimum.

Each job is carefully timed, and part of that time is allowed for "setting up." If the load board operator can save that time, he automatically increases the worker's earning power.

Responsibility for loading machines belongs entirely to the progress clerk. No machinist has the right to decide what work he will do next. Superintendents may change the load only in the case of an emergency, and even then, they must consult the load board operator.

Naturally, if Yale & Towne are pleased with their system, it is because it increases efficiency and productivity. But they are also aware of its human implication. For example, it has reduced labour turnover figures. And perhaps we have to measure an efficient production plan in terms of satisfied workers after all.

Yesterday's Officers have new worlds to conquer *continued from page 15*

first ex-officers have made good. Several firms have increased their original quota—in one case by as many as 18 trainees. Other firms await the assimilation of their new employees and are open to a further number. And all of them would repeat the words of a personnel executive of the Beecham group: "We never have enough of the right type of man".

The success of the Resettlement Advisory Board poses a further question: could a similar organisation be set up to help other groups who face re-employment problems? Many members of the colonial service, for instance, have had to "retire" from their posts in such places as Nigeria, the Gold Coast and India. And the trend continues in countries where Britons have served in administrative posts ever since there were any to fill.

The resettlement of these men is as fraught with problems as that of ex-officers, affirms Dr. Welch. (He spent ten years in Nigeria as Professor of Religious Studies and vice-principal at the university before joining Richard Thomas and Baldwins). Are ex-officers alone, he asks, in deserving a special committee which secures them favoured treatment in industry?

Indeed, he feels that a national training scheme for all affected in this way should be established in preference to separate schemes by individual firms.

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New Books

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Professional Managers

Is Management a Profession? By L. F. Urwick. *Urwick, Orr & Partners, 3s.*

BRITAIN'S NEED for more and better managers can be met only through a more professional approach to the art of managing, says Col. Urwick. In this booklet, he illustrates some of the obstacles put up by many people in this country, including managers themselves, to the firm establishment of managerial education. Most of the objections raised, he says, are purely subjective and cannot be used as a basis for reasoned discussion.

Examples: dislike of theorists in general, fear of young men wielding power, affection for anything amateurish, traditional opinion that it is bad manners to talk shop out of hours, directors' fear of levelling effect of managerial qualifications, and the fear of joint professional action by managers. Although Col. Urwick concedes that there are other reasoned objections, he feels that they must be resolved and that, in the end, management must be accepted and treated as a profession.

Spotlight on Health

Health in Industry. By Donald Hunter. *Penguin Books, 4s.*

INTEREST IN INDUSTRIAL MEDICINE is growing sturdily. The Chief Inspector of Factories has already underlined its importance for industrialists with his separate annual report on the subject. But, for the layman, and especially the average worker, this is a complex and mysterious subject which requires careful explanation. Dr. Hunter's new book is both timely and valuable—the more so since it is offered in this concisely packaged, popularly priced form.

His opening history of industrial medicine (condensed from his encyclopaedic work, *Diseases of Occupations*) will appeal to every type of reader. But perhaps the most valuable chapter from the personnel or works manager's viewpoint is his account of the modern legislation that guards the health of the worker—a wealth of vital information presented in a concise and illuminating manner. He explains what benefits the worker may obtain, the rehabilitation provisions after sickness and injury, and the special regulations for particular trades and processes: the Factories Acts of 1937 and 1948, the Notification of Industrial Diseases Act, the Disabled Persons Act of 1944, etc.

Accident prevention is a complicated and urgent problem and Dr. Hunter's chapter on accidents at work covers a wide field, embracing causes, prevention and the problem of rehabilitation. But perhaps too much emphasis is laid on some industries, such as sewers, whilst the plastics industry, for instance—with its complicated chemical hazards—is dismissed in a few lines.

The main criticism I would level against this book is its lack of equilibrium. Some subjects are treated in detail; others, like industrial fatigue and its innumerable implications, are hardly touched upon. The chapters on "Dust Diseases of the Lungs" and "Poisoning by Metals and their Compounds" are handled in a haphazard way. Had the author given more details of the substances mentioned these chapters would have been far more useful to the people to whom this book is partially directed: the personnel, works and welfare managers, safety officers and trade union officials.

These omissions are regrettable because Dr. Hunter has a lucid, interesting style which must make his work appeal to the non-medical, non-technical reader, for whom he has prepared an excellent glossary of medical terms. The plates he has chosen to illustrate the book (somewhat horrific for the non-medical reader, but perhaps none the worse for that) are well chosen and one could wish for more of them.

They are, like the author's approach, sharply realistic, and help to spotlight the dangers and deficiencies of our present system. To many people this book will be a revelation. It is so easy, knowing how much has been achieved in preventive medicine, to forget how much remains. Where the worker's health and well-being are concerned complacency is as deadly as disease.

Right to Manage

Modern Safety Practices. By R. DeReamer. *Chapman & Hall, 56s.*

THE SUPERVISOR is the man that Mr. DeReamer wants to make responsible for implementing a firm's safety programme. His reason: supervisors are probably the only people who can give full attention to all accidents. They are invariably on the scene to see the causes, and accident prevention, the author adds, is part of a supervisor's right to manage—"a part which will help him win greater acceptance of his leadership and improve production". It is so much part of this right that the author claims it should be included in assessing his chances of pay increases and promotion.

Although this book is intended as a handbook for supervisors, the author appeals to top management to do away with some old ideas on safety: employee committees have their limitations, accident proneness is often over emphasized, basic key points are better highlighted than general safety rules, etc.

The book includes an entire chapter of case histories taken from industry in America and Canada. Illustrations, both photographic and verbal, speak loudly of the serious approach which these countries have adopted towards safety. The safety programme, as detailed by Mr. DeReamer, is a realistic and human operation. The book has many lessons to teach British management.

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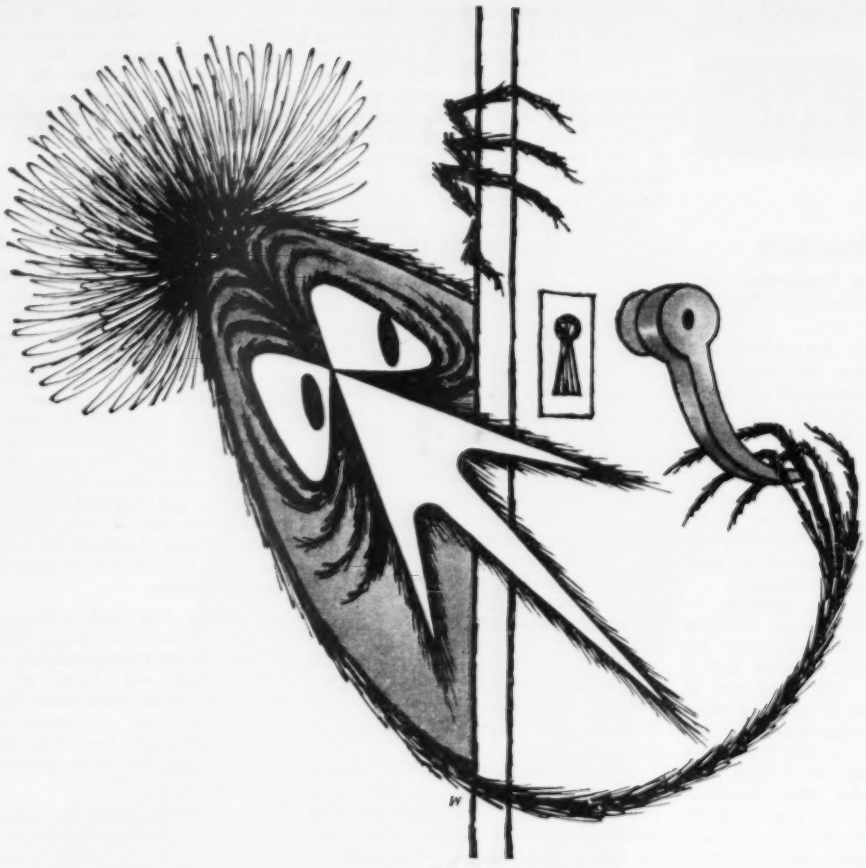

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Industry's 'Sleepy' People

Are they tired, worried or just bored?

by Dr. E. E. Lieber
MEDICAL OFFICER, MICROCELL GROUP OF COMPANIES

HUMAN fatigue is an industrial problem, very much like metal fatigue: the strength of the body and brain lies in their resistance to a specific loading. But whereas metal fatigue involves only the metallurgist, human fatigue involves the physiologist, the physician, the psychologist, the personnel manager, as well as the engineer and everyone concerned with the design and manufacture of machinery and equipment for human use.

Study of the problem is best defined as the study of decreasing performance. It is a subject to which the Industrial Research Board of the Medical Research Council has devoted a great deal of attention. This body, incidentally, began life as the Industrial Fatigue Research Board during the 1914-18 war; and many of the principles it recommended then hold good today. The most striking example of this was in Britain's desperate days after Dunkirk: in the gargantuan effort to rebuild the nation's lost strength, armament workers went on to constant overtime. Output figures were confidently expected to rise; but, paradoxically, they *dropped* sharply.

Then it was remembered that in 1916, in similar circumstances, the hours of workers engaged on shell-filling had been *reduced* with excellent results. As soon as these principles were re-applied in 1940 production rose again.

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ratings to allow for fatigue. This basic figure, of course, applies in conditions which are approaching the ideal: where the operator is seated and where no great physical effort, concentration, monotony or trying conditions are involved.

There are four main factors which must be considered in any assessment of fatigue:

- Whether the operation is carried out in a standing or sitting position.
- The amount of concentration required.
- The physical effort required, owing to the weight to be moved.
- The frequency of cycle of operations.

Many jobs in industry do not demand heavy muscular effort and do not impose any appreciable load on the body mechanisms; yet fatigue still occurs. In these circumstances the psychological aspects of fatigue come to the fore; these aspects must be analysed before we can explain a decrease in output.

Boredom, lack of incentive to work, various opportunities for divided attention, all play their part, and individuals vary considerably in the way that they show fatigue. Similarly, their capacity for standing up to stress will also vary enormously according to individual circumstances: physical health, temperament, domestic circumstances, etc. For instance, a man may be worried because he is unable to make ends meet; he may be suffering from loneliness and lack of congenial society; he may be envious of others or disappointed over a lack of promotion in his job. Another cause may be inertia or boredom—not liking his job or *not having enough to do*.

This is by no means uncommon, and it can have far-reaching effects because, when there is not enough to occupy the mind, there is a natural tendency to focus on the annoyances and irritations of everyday life.

Boredom and fatigue are first cousins. Long ago someone discovered that a marching soldier would forget his weariness and march more briskly to the sound of music, and in these days no one disputes the value of "Music while you work".

How does fatigue manifest itself in the worker? Every personnel manager is familiar with the phenomenon of rising and falling output; a work graph would show fluctuation from hour to hour, or from day to day. Assuming that the worker is quite fresh at the beginning of the shift or day and is working under perfectly normal conditions, it has been found that for any human activity, whether manual or mental, the output does not remain at the same level all through the day. In industry the degree of variation will be relative to the part played by the machine and by the worker. The greater the strain of the work the more steeply the graph will fall.

The speed of working is affected by fatigue and it follows that reduced speed means reduced production. But besides this, it increases the possibility of error, especially when attempts have been made to maintain the same speed over a long period. In some forms of occupation which require continuous concentration, such as flying or engine driving, such errors may have disastrous effects. Empirically, it can be shown that fatigue is directly proportional to loss of sleep and there is always an increase in error in work which requires concentrated attention. So we can see how fatigue plays a part in accident causation.

What are the conditions which set up a fatigue state? If the general well-being is reduced, as after an illness, fatigue will occur more quickly. Neurasthenic persons working exactly the same number of hours and under the same conditions as others, may also tire more easily. Domestic worries, an unfaithful wife, the fear of losing his job, any of these may contribute; and emotional strain uses up more energy than muscular exertion. In fact, we might say that certain character types are "fatigue prone" just as there is a category of persons described as "accident prone".

What individual differences are there in the action of fatigue? In a concern employing large numbers of people certain symptoms of fatigue will show themselves over and over again: digestive disturbances, loss of

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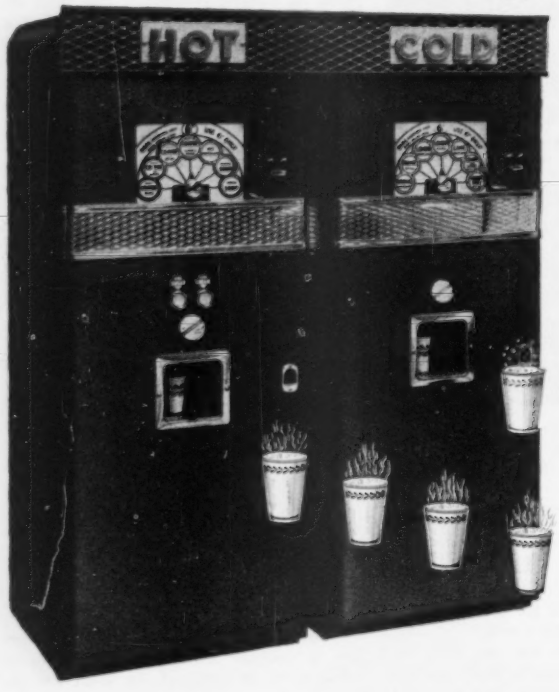

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muscular control, blephorospasm (nervous blinking of the eyes), vague muscular pains, sleeplessness and backache, nervous debility, etc. One or more of these symptoms may be present in any individual; fatigue, in fact, normally attacks at the weakest point, so that gastric subjects get dyspepsia, persons who do manual work get muscular pain, sedentary workers suffer from headaches, and so on. The mental symptoms are a feeling of weakness, a difficulty in giving sustained attention, and impaired judgment. I wonder how many people engaged in management have given a faulty decision under an emotional strain that has been precipitated by fatigue.

The following summary shows how fatigue manifests itself in different character types.

Lethargic type: lassitude, lack of energy, listlessness, tires easily. Less staying power, less stamina, lack of vitality, lack of alertness, diminished capacity for long hours, inability to stay awake in the latter part of the day.

Reduced concentration type: unable to concentrate, difficulty in concentrating on complicated jobs, reduced concentration in the latter part of the day.

Retardation type: more effort required. He thinks more slowly, manual work more difficult, reactions are slower. Work takes longer, inclination to go slow, more difficult to learn new subjects. Mental and physical activities show diminished capacity for work.

Lowered responsibility type: neglect of detail, less incentive to work. "Couldn't-care-less" attitude. Accepts reports without scrutinising them. Tendency to avoid physical effort. Makes hasty decisions, lacks interest, mentally lazy, harder to discipline, inclined to take paths of least resistance.

Personality change type: irritable, impatient, short-tempered, depressed, anxious, apathetic, inclined to worry more than most people, minor troubles magnified out of all proportion to their importance.

Memory defects: forgetful, absent-minded.

The capacity for maximum output decreases as the day goes by; a healthy person who has had a good night's sleep usually recovers from his fatigue. These are established physiological truths.

But long hours of sleep do not necessarily solve the fatigue problem. Environmental conditions such as inadequate lighting will produce eye strain and headaches; a room in which the air is stagnant, or the temperature is too low or too high, will give rise to the same symptoms. Badly designed machinery can cause constant overreaching or stooping—and that ultimately means fatigue.

Although skill and experience can produce some immunity to the effects of fatigue the real problem can only be resolved by removing the causes and improving the physical and mental well-being of the worker. Obviously, ergonomic and method study principles have a vital part to play here; but the employee's *mental* state is in the hands of the personnel manager and the works doctor partly through their assistance in his personal and domestic troubles, but largely through a careful and consistent policy of selection for the job. Employee fatigue, like so many of industry's problems, is fundamentally a problem of administration.

The second part of this article will appear next month.

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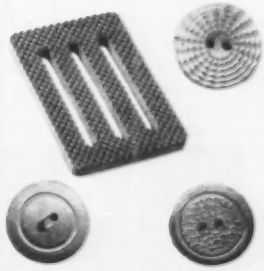

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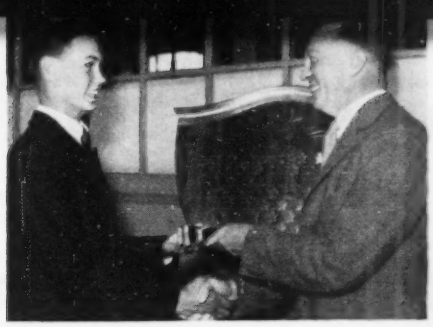

Give-away programmes with a strange appeal

Special awards are a popular feature of management's "duty" to its employees. But is this largesse really necessary?

by J. M. Bridges

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WHAT is behind management's attitude to gifts, prizes, trophies, etc., for employees? Is it a sincere attempt to reward and to encourage, or are Santa Claus's whiskers peeping out of the manager's office again?

Of the many roles which management is called upon to fulfil in industry, that of donor is popularly regarded as not only legitimate but obligatory. And I am not alone in wondering if all this largesse is strictly necessary or desirable.

One can readily appreciate the point of awarding prizes and payment of fees for professional prowess. In fact industry would barely tick along without its serried ranks of engineers, accountants, and so on, who qualified the hard way.

Imperceptibly, however, as tradition establishes itself, more and more "professional" or "pseudo-professional" qualifications are added to the list of those for which the company will pay; and we meet the traditional "hopeless case" of the chap in the accounts office who plods on laboriously until he gains a certificate in Sales Management (thereby collecting fees and £20 from the company), although his chances of being allowed to sell even a raffle ticket are remote.

What good purpose is achieved? None save the upholding of the proud boast that this company will encourage employees . . . etc., etc. Some day a not too intelligent administrator of the company's awards scheme awakens to the fact that this state of affairs is nonsense but at this stage it is difficult to call a halt. Dark mutterings are heard of the company's miserly commercial attitude to education—"it only pays for what *it* wants". In any case, it seems unfair to stop so many course-takers in mid-flight, as it were. How would Snoggins of the Bodyshop fare if we were to deprive him of substantial financial support in this, the 12th year of his 15-year correspondence course on elementary book-keeping? Mr. Bloggins, that indefatigable bookworm who collects courses and minor diplomas as small boys collect railway engine numbers, could not support his hobby unaided.

So we persist in supporting "educational" achievement in the hope that it broadens the mind and improves the quality of an employee's contribution to the company. Sadly though, and by

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Give-away programmes with a strange appeal

continued from page 31

implication, we denounce culture by refusing to pay a bean towards Floggins's course on Medieval Art.

We are on perilous, shifting ground with *long-service awards*, popular though these may be. The word "long" has undergone a serious change in recent years. It is more fashionable in some quarters to talk of "*good*-service awards" thereby differentiating between those who have stayed a long time and contributed nobly, and those who have just stayed a long time.

Service awards generally take the form of a visible and outward sign—a gold watch, a lapel button, or even a special flash on the overall. Such display is taken by some to encourage the more discerning, shorter-time employee to gird his loins for yet a few more years, when he too may wear one of our coveted awards.

Curiously enough this is not how most employees regard good-service awards. They are often mere badges of docility — "having-stayed-so-long-you-can't-leave-now" tokens. The old tried-and-trusted-retainer attitude is in eclipse. People stay with a business if it pays them to stay; not because they can wear a button in their coats to prove it. To many people a special job rate or a promotion is a more appropriate sign of recognition.

Awards for Better Citizens

Not to be overlooked are the awards made in the hope that better citizens will emerge. This is the father-of-the-community influence at work; its results are seen in the number of bright young people (both male and female) who infest the Outward Bound type of course every year. I do not want to cast aspersions on either the young people or the Outward Bound Schools, which do a magnificent job; I merely question whether the right people are sent.

I know of no company, for instance, which sends its *worst* apprentice of the year, or its most *awkward* girl. But aren't they the ones who would benefit most from good-citizenship exercises?

Don't awards of this kind serve only to highlight and widen the gap between the good (who receive the kudos) and the not-so-good who are left to rationalise their grievances as best they may?

With awards for suggestions we are on firmer ground. Proverb and parable alike support the belief that an act, over and above that for which we are hired, is worthy of special recognition; that only the more feudal-minded management would deny a man or woman the right to a reward for a suggestion which contributes to the material well-being of a company.

The *basis* of reward affords a fruitful field for both the barrack-room lawyer and the regulation-minded manager, but the principle that awards are *just* is indisputable.

Cheap Publicity

Kept within bounds, the imaginative employee can augment his pocket money by a series of small £5, £10 or £20 sums. But when we enter the field of record awards, a new note can be detected, which has an effect that was certainly not anticipated by its originators. Bill Smith has received a record award of £200 for his suggestion, but the glow of well-being tends to wear off slightly after Bill Smith sees the photograph of the presentation by the managing director, for the sixth time in the local newspaper; he rightly suspects the hidden hand of the company's P.R.O.

One can argue that it is £200 well spent on publicity, which it may be, but it does not make Bill Smith much happier on that account.

In a different category are the awards made to sales staff for the best performance of the district, year or product. Unlike the ordinary incentive or commission earnings which keep high-rated efforts soaring, the sales award system presents a prize to an individual for a spurt made by the whole sales force. If this is deemed unfair it should be remembered that sales people, by the very nature of their work, live in an exaggerated emotional atmosphere and find these competitions congenial. It is interesting to reflect on the possible effect of offering an award to productive staff for the best rate-buster of the year.

This survey, of necessity, has not mentioned all awards in industry. It may, however, stimulate a reappraisal of our industrial awards schemes, which I consider is long overdue. Or have I, perhaps, missed some hidden meaning?

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Help-Yourself Service à la Française

POIREAUX en vinaigrette, poitrine de veau farcie, pommes persilles, roses de vent, camembert. It reads rather like the menu of the annual sports club dinner. But it could be the choice offered to any one of the Unilever employees in Paris at their new self-service restaurant. It would cost about 4s. 6d.

Management felt that there was need for expansion in their canteen. However, there was not the room. Choice of dishes too was rather restricted. After general discussion, they decided to transform the canteen into the present self-service restaurant, seating capacity 268, where a quicker turnover of customers would be possible and a greater variety of dishes could be offered. It was opened on August 20, 1958.

This step was more adventurous than it sounds. Not all French industrial caterers have gone over to self-service to the same extent as it exists in this country. M. Lejonc, catering manager of this help-yourself restaurant, says: "As far as I know, there are not more than a dozen". Unilever workers seem to approve; there has been an increase of about 200 customers since it was opened.

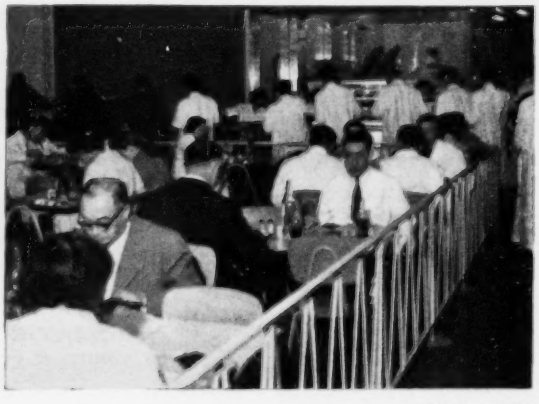
In the two hours between 11.45 a.m. and 1.45 p.m., 1,100 employees have a full meal. It was estimated that the time taken to eat lunch was about 23 minutes. Consequently, at five-minute intervals, groups of 55 workers are released for their break. Each individual goes to the restaurant at the same time each day. This time is stamped on his "identity card" which acts as a pass to let him into the restaurant. The pass is necessary since, as the restaurant is shared by several companies, it is in a self-contained and separate building.

No money changes hands at the counter. Instead, employees buy booklets of tickets in advance. These they exchange for a meal. Each ticket is worth 24 francs (approximately 6d). The exchange rate for meals is invariable: hors d'œuvre, 1 ticket; main meat course, 4 tickets; vegetables, 1 ticket; dessert, 1 ticket and cheese, 1 ticket. Bread is free. Yoghourt (1 ticket) appears to increase in popularity from day to day.

Prices reflect faithfully the cost of food in France, for workers pay only for the raw materials of the meal. Other expenses are shared by the companies within the group on a *pro rata* basis.

A final point of comparison with British practice: the French—in this case, at least—don't like the word "canteen"—"cantine" or the picture which it conjures up. "Restaurant" or "libre-service" evokes a much more wholesome and *sympathique* atmosphere.

In their new Paris restaurant, Unilever workers help themselves to a quick (23-minute) lunch.



To avoid congestion, the 1,100 employees who use this restaurant arrive in groups of fifty-five at 5-minute intervals.

Then you, too, should call in **PETER MERCHANT**—the Complete Catering Service—and gain a closer, more efficient control of your canteen than ever before

Here are some of the resources which Peter Merchant put at your disposal—

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ARE YOU DIRECTLY RESPONSIBLE FOR THE OPERATION OF A CANTEEN ?

In addition, all accounting, stock control and general administration are taken from your shoulders; and half-yearly trading results and forward estimates prepared for discussion. In fact, PM offer you a *complete* catering service to enable you to produce the greatest possible efficiency in your canteen.

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Telephone: Central 2212

MANCHESTER
Piccadilly House,
11 Piccadilly, Manchester 1
Telephone: Deansgate 2658

SHEFFIELD
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Telephone: Sheffield 29464

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8 Gay Street, Bath, Somerset
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(Northern Ireland) Ltd.,
4 Donegall Square South, Belfast
Telephone: Belfast 29602

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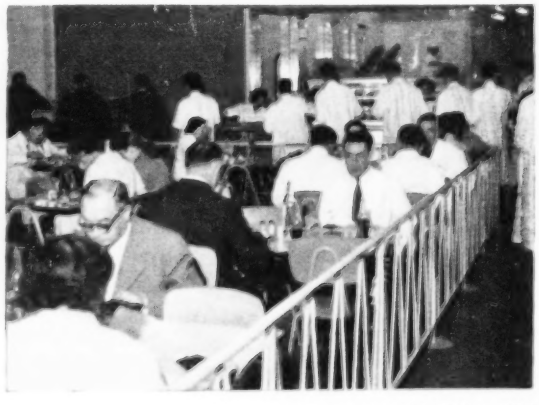

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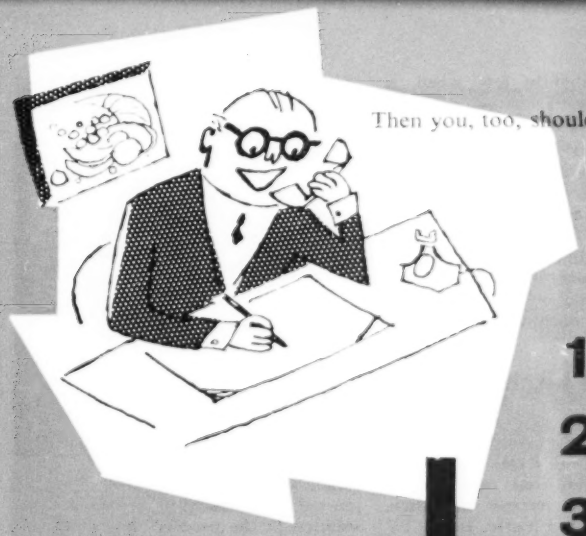

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● Vending Spot

VENDING machines enter a new phase. Industrialists who have been asked to buy machines for either welfare or catering services will soon be asked to consider them as a separate business investment. The Icematic Division of Machine Sales Ltd. suggest that greater profit can be gained from privately owned ice-cream machines than from the Stock Exchange.

Firms will be invited to purchase one or more Icematic venders for for siting off their premises. It could be outside the factory gates or in front of a shop—wherever turnover looks promising. As a safeguard against competition, Icematic will not place machines belonging to different persons on sites within a mile of each other.

Mr. Cullum Jones, the division's sales manager and originator of the idea, lists the following figures: the net profit from one machine can be as much as £300 in a year. The machine costs £415 and he estimates that on the average it will take £900 from sales. Profit will be slightly less when a separate operator, such as a shopkeeper, fills and maintains the machine.

Maintenance service is available, if required, at a nominal charge. Insurance is about £2 per year. Icematic give two extra guarantees: the machine is the only one of its kind; and orders will not be invoiced until a month after delivery, which enables the owner to make a little money even before he has paid for the machine.

. . . and the kitchen sink

WELFARE orgy in store for workers in the Dominican Republic: from April Fool's Day a new law compels every industrial employer to install a canteen serving low-price, hygienically prepared meals, and a TV set or film projector in the canteen. No grand piano?

Quick Change

ALTHOUGH service in the canteen may be rapid, bottlenecks often occur at the cash desk. This point was underlined by James G. New in his

article on industrial restaurants in this journal (January 1959). One possible solution to the problem lies in the use of this Change Computer, made by the National Cash Register Company Ltd., 2-4 Earnshaw St., London, W.C.2. Having recorded each item and obtained the mechanically accurate total, the cashier simply records the amount tendered as part of the transaction, presses the appropriate key, and the register will automatically compute the amount of change to be given.

HAVE YOU NOTICED?

We are also suppliers of Rebuilt Masseeley showcard equipment and all accessories, corner rounding machines, bevellers, etc.—In fact we have everything for display.

Everyone will immediately notice your Interchangeable Notice Boards. The frames are of solid, natural-grained, polished oak, and the backboard is covered with grooved felt, black or other colours. Individual flanged characters are held in perfect alignment. Characters, 1" or ½" high, are obtainable in red, white, blue, green and yellow. These do not chip or attract dust and are washable.

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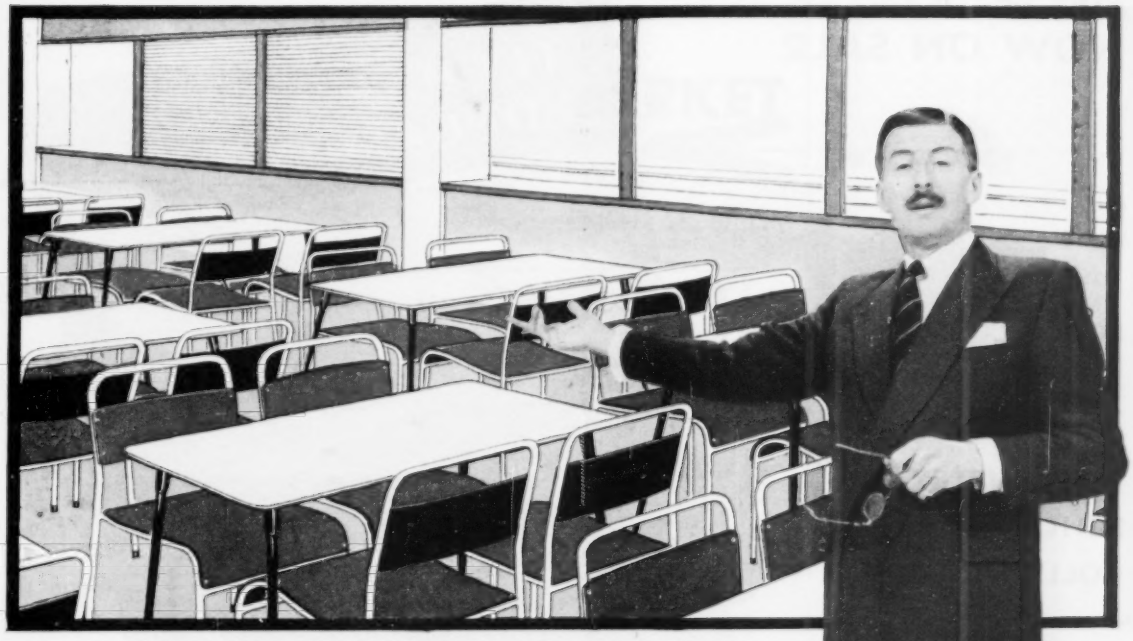
Dept. 15, Acton Works, Beaconsfield Road, Acton Green, London, W.4. *Tel. Chiswick 2235/6*



No doubt about it-Shepherds did a first-class job for our canteen!

There's more to furnishing a canteen than just installing tables and chairs. Planning of space is equally essential to its well-running. A sound reason for calling in Shepherds, the canteen planning experts. Advice is given free and without any obligation on your part. For the importance of efficient canteen facilities cannot be minimised; more often than not it's the governing factor in the successful relationship between management and staff. Remember too, Shepherds range of canteen furniture is exceptionally wide and economically varied, manufactured and delivered direct on customer's orders.

The canteen illustrated below was recently furnished for
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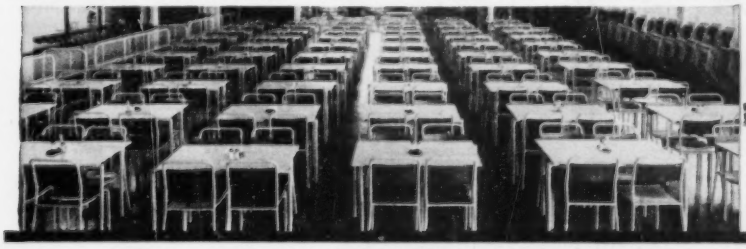

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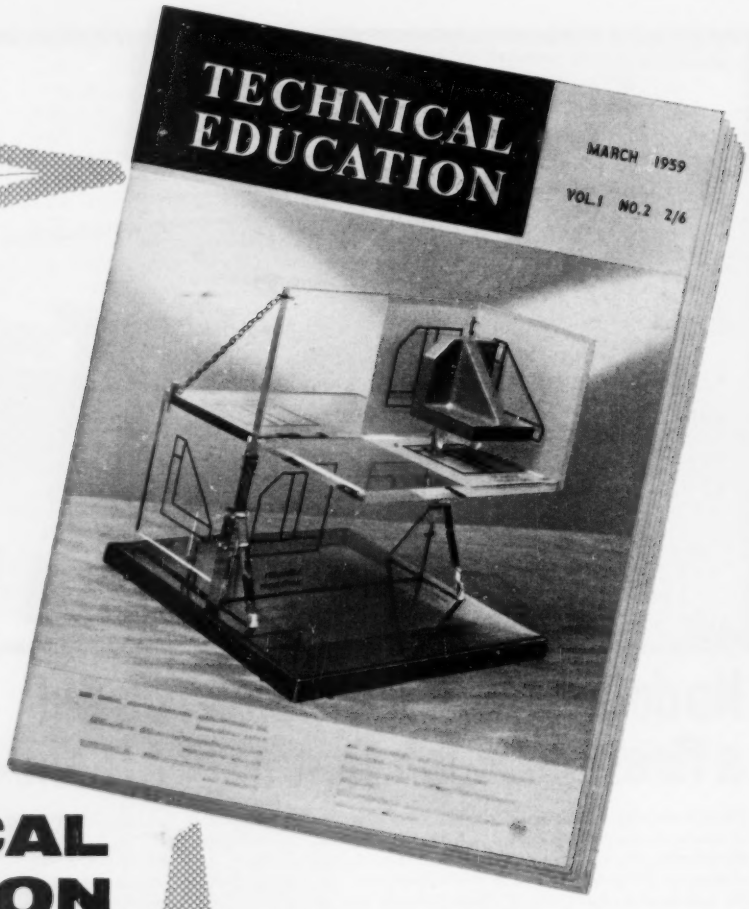

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. . . provide reviews and classified lists of new books, filmstrips and training aids.

Articles in No. 2. include :

T. H. HAWKINS, M.Sc., M.Ed. (*Personnel Manager, Laycock Engineering Co.*)—**The Selection of Apprentices :** D. R. O. THOMAS, M.A. (*Chief Education Officer, United Steel Companies*) — **" Technology and the Academics :** Dr. KATHLEEN OLLERENSHAW (*Deputy Chairman, Manchester Further Education Committee*)—**Trends in the Employment of Women :** J. MARTIN, M.A. (*Education and Training Officer, The Belmos Co., Ltd.*) —**Supervision of Student Training.**

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Wall Washing Machine

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Walls and ceilings can be washed cheaply and with the minimum of disorganisation by means of the REVVI washing Machine.

A saving of at least one half of the normal labour costs is effected.

Being silent in operation and not requiring very much floor space, the REVVI machine does not distract the attention of persons working near it. For ease of movement, it is fitted with rubber-tyred castors. The water and cleaning solutions do not drip on to floors, machines or desks, so dust sheets are not needed.

The cylinders of the REVVI machine are filled with clear water and REVVI detergent solution respectively, and both water and solution are kept under pressure by a few strokes of a manually-operated air pump. A few minutes' pumping is sufficient to last the day's operations.

PRICE COMPLETE £55

For further details write or phone:

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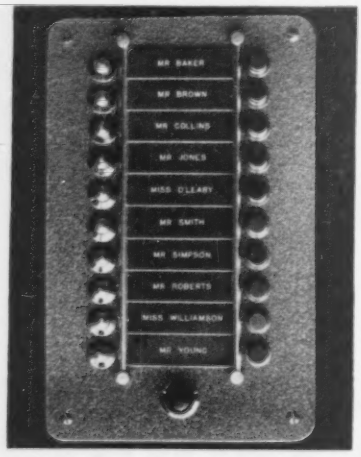
- **WELFARE**
- **CANTEEN**
- **SAFETY**
- **HANDLING**
- **HEATING**

Firms with new products for better, safer working in industry are asked to send details to the Editor

Office Aids

EXECUTIVE INDICATOR

A WASTED trip can be saved by the installation of this new executive indicator. It provides a light signal method by which senior executives, for example, whose offices are equipped with slave units, can see instantly whether colleagues are on the premises. On arrival, an executive presses the button opposite his own name on the entrance panel. Immediately the appropriate light glows on every other panel in the building. On leaving, all

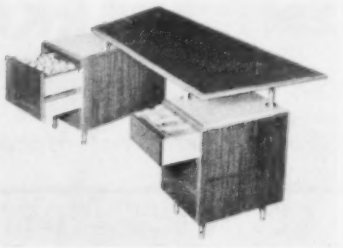


he has to do is to again press the button, and the light will be switched off. There is also a panel for use in the telephone switchboard room so that operators can see at a glance whether persons being called are on the premises. She can, by pressing a button, cause any individual light to flash as a "wanted" signal. This button may also be used to sound a buzzer. Cost of the equipment for installing ten slave indicators, an "entrance" unit and a switchboard or staff location unit is about £100. Size of slave unit: 5 in. by 9 in.; special unit: 6½ in. by 10 in.

Hadley Telephone & Sound Systems Ltd., Cape Hill, Smethwick, Staffs.

WORKING SPACE

WHEN incoming paper work exceeds the amount going out, it is often difficult to find a place for it and yet still have room on the desk for work



in hand. This new, angle-topped desk hopes to help solve the problem. The two pedestals will support papers, files, lamps, telephones, refreshments, etc., thus leaving the top free for current matters. They stand on four tapered legs which can be adjusted to give level sitting on an uneven floor. The desk top is inlaid with Vynide, whilst there is a Formica covering to the pedestals. Drawer room is also spacious. The left-hand pedestal is fitted with a deep filing drawer, running on progressive suspension glides, fitted with 50 visible files. On the other side, there are three equal depth drawers with an accessories tray and lock to the top one. Prices vary according to finish from about £57.

Panda Office Equipment Co., 18 Buckingham Palace Rd., London, S.W.1.

SOUND PROPOSITION

NOISE often becomes unbearable in the office, especially noise caused by the rattle of typewriters. The makers of the Hushbox have experimented with reducing sound from the source. The principle is to wrap 2 in. of thick sound-absorbing material around the

top and three sides of the noise source. They do not claim to absorb all noise, but they claim favourable results from actual installations. The machine operators do not sit right inside the box, but they should be outside the line of the baffle. A fourteen days' free trial is available for standard Hushboxes without obligation. Price: £65.

The "Hushbox" Division, D. Matthews & Son Ltd., Dale St., Liverpool, 2.

CLEAN COPIES

ONE drawback to spirit process duplicating has been, say the makers of Azurite, the tendency for dye used in hecto transfer sheets to soil the operator's hands. Azurite, they say, is clean to handle and capable of giving long runs of first-class copies on any make of duplicating machine, without the need for special attachments. This new chemical sheet is used to prepare masters for spirit process machines.

Fordigraph Ltd., Ofrex House, Stephen St., London, W.1.

Efficiency Aids

SECTIONAL GREENHOUSES

MANY personnel managers may be thumbing their way through seed catalogues about this time of year, preparing for the sowing of flower beds outside the factory—a useful part of community relations. They may also be thinking that it would be an advantage to have made stocks of plants ready during the winter. This, of course, means the careful nurturing of the plants. The makers of Oakworth greenhouses have anticipated this line of thought and offer a choice of fifty models, all of which are fully sectional and extendible. Scientifically constructed from seasoned oak, they are tension braced with a steel framework. Each complete, prefabricated bay, they claim, is an absolutely rigid unit, warp- and rot-proof. They let in the maximum possible light and are insulated to prevent rapid temperature variations. Delivery free, each greenhouse has a five-year guarantee.

Castos Ltd., Wellington, Shropshire.

PERSONAL CONTACTS

ANY member of the staff can be located immediately, even when he is nowhere near a telephone, say the makers of this personal call system. They add that telephone bills can be cut by as much as £20 per week. The apparatus consists of a small transmitter (illustrated) and a set of pocket receiving pieces. A loop of wire goes from the transmitter, round the building or area, and back to the transmitter. When the operator presses a button on the

Playwear ✣ WORK WEAR

Sketchley

OVERALL SERVICE

For most jobs in the works and factory Sketchley can supply *free of charge and on loan* coloured overalls (men's and women's) in a wide range of pleasing styles. Each wearer is individually measured and Sketchley deliver clean garments weekly; repairs are done when necessary (including button replacements) and the garments are replaced when worn out.

Firms Badge service now available. Please write for full details.

WHITE OVERALLS

White long coats (for men or women) **are now readily available**

SKETCHLEY LIMITED, FOX GROVE, OLD BASFORD, NOTTINGHAM. **Tel. NO.: NOTTINGHAM 75161**

transmitter, a signal travels round the loop and is picked up by the appropriate receiver. If there is a message to be passed, the operator can speak directly to the person concerned. The transmitter which we illustrate can take up to thirty-six separate channels with two separate codes and speech. Free estimates will be supplied by the makers and the Personal Call can be installed on a rental basis. Incidentally, the wiring circuit can be used to actuate the makers' electronic truncheon, featured in this section, February, 1959.

Multitone Electric Co. Ltd., 12/20 Underwood St., London, N.1.

BRUSH STENCIL

FREEHAND sketches and words can be painted on duplicator stencils, say the makers of this brush stencil outfit. Some examples of its possible uses are: canteen menus, notices for the factory, etc. The outfit consists of a bottle of sketching fluid and two paint brushes of different thickness. The fluid, once applied to the stencil, etches the desired impression. Price: 12s.

Ellams Duplicator Co. Ltd., 5 Dean St., London, W.1.

LIGHTWEIGHT HOSE

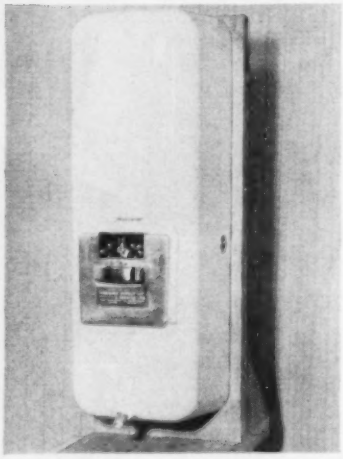
REDUCTION of fatigue and exceptional freedom of movement are two of the features claimed by the makers of the "baby" L 900 spray gun. Their latest introduction is of a new light-weight air hose for use with the L 900. It consists of a rubber hose covered with rayon braid, and has a bore of 5/32 in. which, from the point of view of weight, compares favourably with the standard $\frac{1}{8}$-in. bore hose.

Alfred Bullows & Sons Ltd., Long St., Walsall, Staffs.

Welfare

EASY FILLING

HAIR cream, hand creams or lotion may be sold from this coin-operated dispenser. One feature which the makers offer is the comparative ease with which the machine can be filled. A container and dispensing unit are pulled from the retaining clip and, because of a flexible connection, can



be lowered until the neck of the bottle is uppermost. The bottle can then be unscrewed, refilled and replaced in the inverted position in the casing with no spilling.

All internal parts are made of a non-corroding aluminium alloy, anodised for additional protection and hard wear. Stainless steel balls are used in the valves, including the non-drip outlet valve. The hand-operated piston is, they say, machined to fine limits with a synthetic rubber piston ring which gives complete sealing. The amount of cream or lotion dispensed at each shot can be varied by arrangement with the makers. Price: £25 ex-works.

Brightwell Dispensers Ltd., Spenser Works, Newhaven, Sussex.

WANDER BAR

A MOBILE cocktail bar should appeal to the director or executive. This compact bar fits easily into most

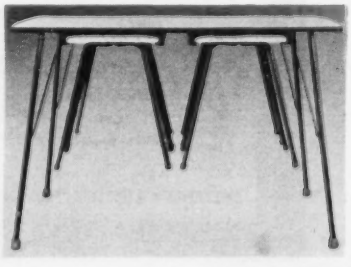
types of office and, when not in use, becomes just another piece of furniture to relieve the austere appearance of many rooms. Closed, it measures just over 3 ft. wide by 2 ft. 2¼ in. deep by 3 ft. 5 in. high. Open, as illustrated, it has a width of 5 ft. 3 in. and a depth of 2 ft. 7⅞ in. On the shelves, say the makers, it will hold a dozen half-pint glasses, three dozen "short" glasses, two siphons of soda, three cordial bottles, twenty-two bottles of spirit, wine, etc., thirty mineral bottles, sixty half pints of beer, plus bitters, cherries, cocktail sticks, lemons, oranges, etc.

Farrow & Jackson Ltd., 41/2 Precot St., London, E.1.

Canteen

TUCK AWAY FURNITURE

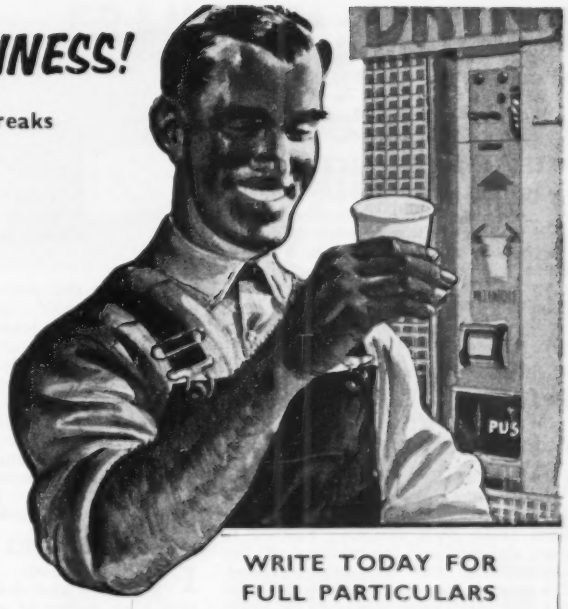
ECONOMY of space has often created a headache for the catering manager, especially when the works canteen is used for functions other than eating. A possible solution comes in the form of a new table in the Trimline range. Runners are fitted under the table so that four matching stools can be tucked away neatly when not in use. The frames are in the new "penny-bronze" enamel which, say the makers, promises to be popular as it fits in with existing colour schemes — black or white — and are fitted with plastic or



EFFICIENCY IS YOUR BUSINESS!

Here's a way to streamline refreshment breaks and reap the benefit

The profitable and versatile Stanton automatic vending machines can help you here. Drinks, soups, biscuits, chocolate and snacks of all kinds are dispensed on the spot, simply by the insertion of a coin. No fuss, no loss of time. Employees can get refreshments when they need them . . . you reap the benefit in increased efficiency!



CONSIDER THESE ADVANTAGES

- ★ FREE insurance and installation
- ★ After sales service—no worries about breakdown
- ★ Machines easily and quickly re-stocked—no extra staff needed
- ★ Refreshments consumed on the spot—no loss of time
- ★ Paper cups are hygienic—easily disposable
- ★ Machines available for dispensing hot or cold drinks, tea, milk, soups, biscuits, snacks, chocolate, etc.
- ★ PROFITS can be used for improved welfare facilities, works outings, Sports Clubs, etc.

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The flush mounting Bunnie Incinerator has all the features that have made the surface model so popular and is ideal for new buildings under construction.

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- Automatic operation
- Adjustable timing
- Big capacity
- Easy to instal
- Long life
- No maintenance of working parts
- Available for flush, wall, or pedestal mounting
- 12 months' guarantee

Full particulars from

Wandsworth

STAND E 12 ASEE EXHIB. EARLS COURT

THE WANDSWORTH ELECTRICAL MANUFACTURING CO. LTD. (Dept. PMM18), Albert Drive, Sheerwater, Woking, Surrey. Tel: Woking 3506

brassed ferrules and glides. Stools have plastic upholstery and are available in a variety of colours and designs. Plastic is also used for table-tops. Prices: tables—£10; stools—£1 7s. 6d.

W. Lusty & Sons Ltd., Empson St., Bromley-by-Bow, London, E.3.

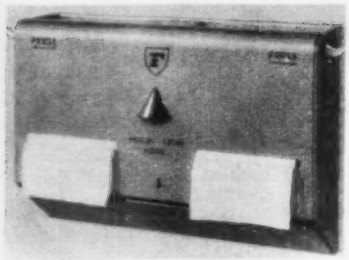
PRESERVAIR-CORRECTION

THE box-safe featured in these columns in the December, 1958, issue was, unfortunately, left nameless. The makers have asked us to bring to the notice of readers that the product is to be known as the "Preservair". Price £13 19s. 6d., it is obtainable from Berresford Concessions Ltd., 99 Saltergate, Chesterfield, Derbyshire.

Safety

WIPES CLEAN

WHEN safety goggles or glasses become dirty or misted up, the chances are that the worker will lay them aside, thus exposing himself to great danger, say the makers of this lens-cleaning and de-misting cabinet. The model, No. 0063, dispenses liquid in a fine spray when the lever on either side of the cabinet is depressed. This liquid has the double action of cleansing and de-misting. Tissues are also



provided in the cabinet, together with a space for their disposal. Thus, it is ensured that the lenses are completely cleaned. One feature of the liquid, claim the makers, is that it will not damage plastic materials. From the economical viewpoint, it is estimated that at least twelve goggles or spectacles can be treated at a cost of one penny, and that the operation of cleansing and de-misting takes seconds only.

Fleming Safety Equipment, 146 Clerkenwell Rd., London, E.C.1.

NIMBLE FINGERS

FOR operations requiring great flexibility and dexterity in addition to a high degree of safety, the makers of Plastichrome industrial gloves recommend their new range. They say that, in tests involving the handling of intricate parts, components, assembly work, etc., the new range was proved to have up to ten times the wear of cotton, drill, twill, canvas, rubber, corduroy, chrome palm or chrome inseam gloves. Plastichrome are being supplied in three types: palm coated with knitted wrist, fully coated with knitted wrist, and fully coated with gauntlet cuff. All types are available in 6½, 7½, 8½ and 9½ sizes.

James North & Sons Ltd., Kirkman House, 54a Tottenham Court Rd., London, W.1.

Handling

EFFORTLESS LOADING

TIME and effort spent on loading barrels on to lorries can be reduced, say the makers of the "Brimpex" self-actuating lifter. In round figures they claim that one man, unaided, can load a lorry with 40-50 gallon drums (7 cwt. maximum) at up to 250 units per hour. The operator rolls the barrels up the ramps into the machine, and the patented self-actuating method does the rest. The barrels rest against telescopic guides which, it is said, adjust themselves automatically to the height of the lorry. Upon discharge, the downward slope of the ramps sends the barrels to the front of the lorry. When one barrel is unloaded the cradle returns to

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Classified Advertisement Manager, Daily Herald, Acre House, Long Acre, London, W.C.2, or 2/4 Oxford Road, Manchester, 1

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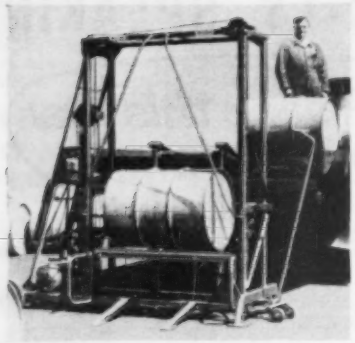


the ground ready for the next. The lifter may be powered by either an electric motor or a petrol engine and is transportable by one man.

Industrial Machine & Equipment Co. (Brimpex) Ltd., 41 Murray Rd., London, S.W.19.

Heating

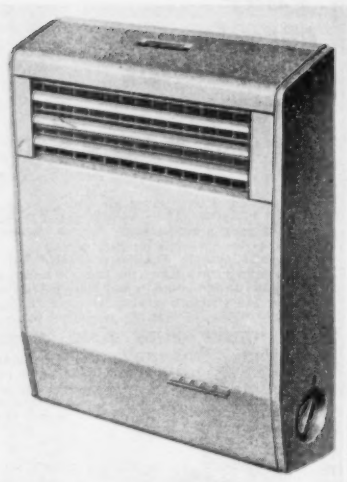
SAVE COLD WATER

POLYZOTE lagging sets have been introduced for insulating cold water tanks in shop, commercial and industrial premises. Each set consists of five panels, 12 yards of 1-in. white adhesive tape and 12 wooden fixing dowels. There are fourteen sets of varying sizes which, say the makers, will fit any standard cold water supply tank. Polyzote is made of expanded polystrene and comprises millions of minute cells. Besides being a good insulant, the makers add, it is light, odourless and impermeable to moisture. Prices range from 25s. to 79s.

Expanded Plastics Ltd., 675 Mitcham Road, Croydon, Surrey.

COMPACT CONVECTORS

SMALLER projection from the wall and easier installation are two features which the makers of these steel-cased convector heaters claim. They replace earlier models and are offered in two basic sizes, both with a projection of only 5 in. The smaller size measures 17¼ in. wide by 22¾ in. high and has a standard loading of 1 kW. This model is available with or without automatic heat control (illustrated is the WMC1—with heat control) and alternative loadings of 750 watts or 1,250 watts will be available to order. The larger size, with a standard loading of 2½ kW., measures 26¼ in. wide by 22¾ in. high, with a choice of automatic heat control or half-heat switch. All models are finished in hammer-bronze



enamel and have close-spaced wire guards concealed behind the inlet and outlet grilles. A standard 40-watt amber-sprayed lamp provides a luminous effect, and the case is detachable by releasing two concealed screws to make installation and wiring easier.

E. K. Cole Ltd., Ekco Works, Southend-on-Sea, Essex.

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See descriptive publication PH 4283

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Pedestal unit for the larger establishment. Cat. No. PH 6681

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See descriptive publication PH 1952

THE GENERAL ELECTRIC CO. LTD., MAGNET HOUSE, KINGSWAY, LONDON, W.C.2.

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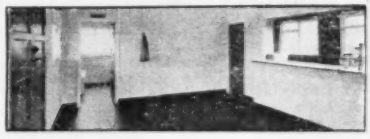

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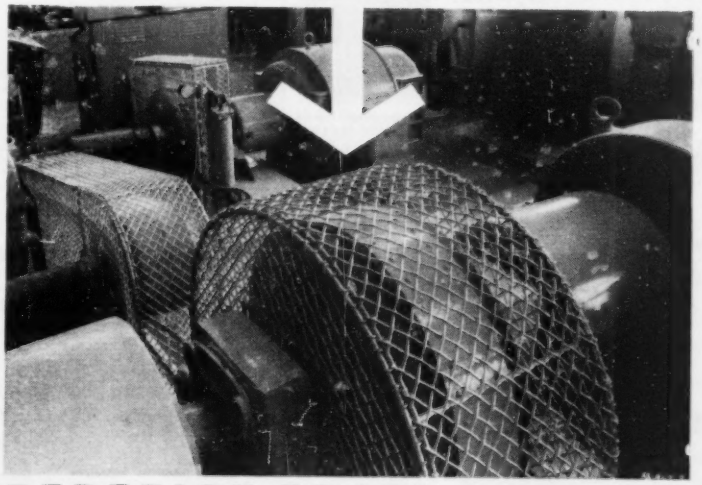

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April Diary for Management

BACIE
10–12 **Queen's College, Cambridge.** Education and training for marketing.
15 **Royal Festival Hall.** Keeping commercial education in step with technical education.
20 **Manchester.** Three views on education —English, American and Russian.

BRITISH INSTITUTE OF MANAGEMENT
7 **London Branch.** Expanding productivity. What should top management and trade unions contribute?

ERGONOMICS RESEARCH SOCIETY
6–9 **Balliol College, Oxford.** Conference on place of ergonomics in industry.

COLLEGE OF PRODUCTION TECHNOLOGY (Ashford, Kent)
6–10 Office organisation and methods course.
13–17 Foremanship.
20–24 Course to increase the speed and accuracy of typists.
27–May 1 Materials handling course.

INDUSTRIAL WELFARE SOCIETY
Non-residential courses and conferences at Robert Hyde House, London
6–10 Foremen.
7–9 Personnel records and procedures.
27–May 1 First session of three in sandwich course: training methods.
29–30 Works managers.
Residential Courses
20–24 **Eastbourne.** Manual lifting and handling instructors' course.
24–27 **Brighton.** Women supervisors.

INSTITUTE OF PERSONNEL MANAGEMENT
6–10 **London.** Non-residential course: Development of training in retail distribution.
10–12 **Newport.** Conference of South Western region.
20–24 **London.** Non-residential course: staff management in offices.
21 **London.** One-day discussion meeting for senior personnel officers.
24–26 **Nottingham.** Conference of Midlands region.

OSMOND TURNER MEAD ASSOCIATES
16–17 Successful speaking for higher management.
20–24 Management communications for higher management.
23–24 Successful speaking for higher management.

SUNDRIDGE PARK MANAGEMENT CENTRE (Bromley, Kent)
5–24 Measurements for management: personnel, production, finance and the economic use of capital, work study, operational research, etc.

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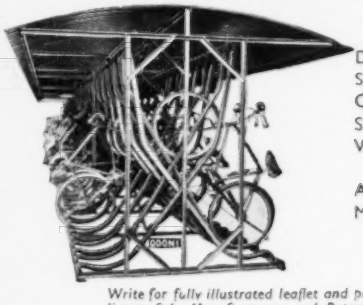

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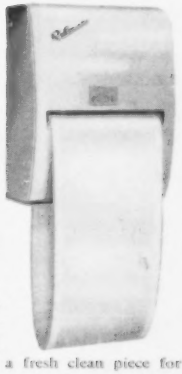

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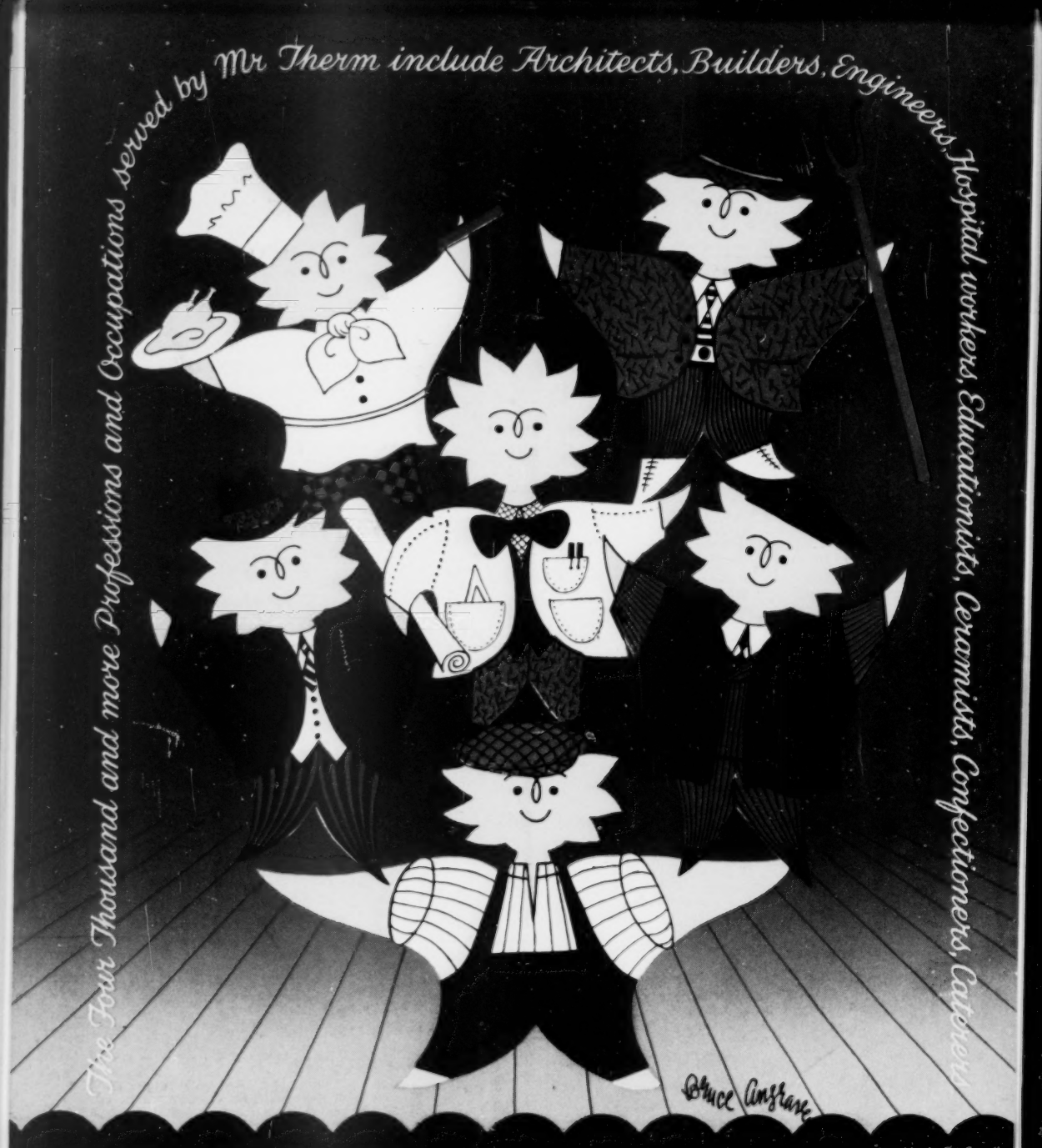
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